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Structural Analysis of the Effect on Agricultural Entrepreneurs Empowerment

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ABSTRACT: Empowerment is defined as a process in which an individual or group gains independence, control and power over what happens in their lives. Identifying and managing opportunities, threats, strengths and weaknesses in the agricultural entrepreneurs' empowerment, is inevitable. Thus the purpose of this study was structural analysis of the effect on agricultural entrepreneurs' empowerment in Sahneh and Harsin counties of Kermanshah Province. Structural impact obtained based on different qualitative techniques and analyzed based on SWOT model. The questionnaire was prepared in order to validate by entrepreneurship expert opinion. The results show that the most effective strengths were: knowledge, attitudes and values increasing in the agricultural entrepreneurs with weight credit (0.386), adoption of social responsibilities increasing with weight credit of (0.374); the most effective weaknesses were: Lack of enough capital with weight credit (0.776), lack of collective life quality with weight credit (0.744); the most effective opportunities were: entrepreneurship skills trading with weight credit (0.429), technical skills trading with weight credit (0.412) and the most effective threats were: lack of useful skills training with weight credit (0.635) and lack of appropriate market for products weight credit (0.615). The results suggest that by aggressive strategies such as training and development of entrepreneurial and professional skills, using new technologies, increasing access to finance and training, access to commercial networks, creation of exhibitions and applications conferences; adaptive strategies such as promoting use of banking facilities, contingency strategies, such as reducing the threat of being able to create diverse career opportunities, reducing administrative bureaucracy, reducing hard to get a license and infrastructure to create suitable market production; defense strategy include reducing the threat such as economic insecurity can be used as background empowerment of entrepreneurs in the agricultural sector.

KEYWORDS: Structural Affecting, Empowerment, Agricultural Entrepreneurs

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1. INTRODUCTION

Iran's Sixth Development Plan is considered providing 8% annual growth in agriculture, food security, self-sufficiency in basic products, export development and competitiveness of agricultural products, reducing cost and resource management organization sets as the goals. It is the role and impact of capable human resources as an important reason in achieving sustainable development. The role of entrepreneurs and capable farmers, is important in achieving these goals, especially in resistive economy. Agricultural sector at providing food, raw materials and investment needed for economic development, is in particular importance because shared provide 75% of the food needs of the population, 25% of GDP, 23% of employment and a significant part of non-oil exports. In this context, empowerment is the missing link that “feeling of agriculture sector activists”, in this process through formal organization by informal techniques, increased conjunction with self-efficiency and needed gain for worthy place in entrepreneurship. The current position of Iran in entrepreneurship because of existing capacity, and on ten index of business, is not in suitable condition. So Iran is flourishing business, between one hundred and forty four countries rated ninety-three and of the countries in the region has the sixteenth position in report 2012-2013 the top rated area with Qatar of 11, there are 82 ratings distance. Therefore, in the belief that empowerment of agricultural entrepreneurs strengthening and prosperity of abilities, capacities and talents of this forces has been activated and bring significant economic development in the agricultural sector. One of the fundamental strategies is to study the appropriate fields to empower them. That necessary facility to improve their intelligence and to provide realistic understanding of their capacity. According to Chang et al (2010) and Stewart et al (2010) identification of the dimensions of empowerment, give clear image planning and increasing the efficiency of human resources and avoid waste of human resources. In this field nothing has been done and the gap felt in the agricultural entrepreneurship research. So to achieve the wanted level and position in entrepreneurship, especially in the agricultural sector it is essential to analyses structural affecting empowerment agricultural entrepreneurs and with identification and analysis of strengths, weaknesses, opportunities and threats. Possibility of designing and codification of efficient and applied strategies to provide for those involved in relevant sectors and determine the perfect platform to promote independence of social and economic for activists in the agricultural sector.

2. LITERATURE REVIEW

Forrester (2006) believes that empowerment is a key reason in reducing rural poverty. Srinivias (2007) assumes that poverty is not only because of lack of money but lack of strength, confidence, self-esteem and social acceptance of irritating reasons to be considered poverty. Srinivias believes that empowerment, with changes in knowledge, attitudes, emotions and values and changes in the way things are done and the skills and understanding will lead to the development. Richardson (2006) quotes Hagart and Buller admitted that empower villagers to develop rural areas more quickly, with behavioural



characteristics such as having a positive outlook on work, high self-confidence, determination and follow-up actions, the capacity to adapt with the changing environment, initiative at work group, willingness to learn and absorb new information, trying to seize the opportunity, believing in the absence of impossible, innovation, originality and creativity, willingness to diversify, feel progress towards their work, counting himself as one of the groups, the capacity to use skills and risk taking. Storey (2007) argues that to bring motivation and job satisfaction by empowerment, and promotion knowledge lead to villagers gain more confidence. He also quoted from Daniel Denison stated that empowerment enabling progress such as work-shy and reducing the lead to migration. Megar (2004) also believes that empowerment of the villagers would create jobs, food security, health, employment, environmental protection and natural resource management in the rural areas. Wang (2006) based on international experience has argued the lack of empowerment and the lack of suitable social and political infrastructure in rural areas is a major impediment of participation and development. In this context Haverkort and Engel (2006) argues the mobility and creativity of rural to bear sits by empowerment and creates a new stimulus for rural development and Sivayojanathan (2003) believes that the most important factors of empowerment, is to have knowledge, power management, coordination and participation with others that increases with education.

1. THEORETICAL FRAMEWORK

Aqlmand and Akbari (2005) argues that empowerment are overcoming barriers to growth, encouraging commitment to the goals, encouraging risk-taking, creativity and innovation, enabling people to solve the problem, increase accountability and remove the fear. In other words, they believe the empowerment is end to anything that causes stunted growth, freedom, confidence, cooperation. Blanchard et al (2002) believes that empowerment means to empower people, to improve their sense of self-esteem, overcome on inability or helplessness and creative your enthusiasm activity and internal motives they mobilize to do our duty. World Bank (2002), knows empowerment as expansion of assets and powers of people to participate in bargaining, influence, control and establish effective institutions to enable them in life. Abbot and Wales (2001) argues that empowerment pave its own or others way for trying to achieve individual goals. Malhotra et al (2002) stated that empowerment have been describing to strengthen to reach the target, increasing the capacity to complete the demands, the capacity to organize, promote confidence and to exercise their rights to free choice and control over resources. Mafi (2006), knows empowerment as a process in which individuals, groups and communities aware of the current state of their lives and try to change this situation to better condition, proper planning, and organization. From the experts view, empowerment has a variety dimensions, including social, economic, mental and psychological that will be described below.

1.1. Social Empowerment

Shaditalab (2004) defined social empowerment by variables of attitudes change toward people, participation in social affairs, integration and willing to participate in public spaces. This empowerment is included increased participation in social activities means active



participation in groups and social community and group activities (Shakori, 2008) enjoyment of the legal ownership rights and antidiscrimination of the labour market and remove traditional beliefs (ketabi et al, 2003) and equality in society (Gholipour et al, 2008).

1.2. Economic Empowerment

Economic empowerment include acquisition or increase income, capacity to repay loans and the power of the saving (Shakori, 2008) and financial independence (ketabi et al, 2003).

1.3. Mental Empowerment

Psychological empowerment is included increased self-esteem such issues as (feel success in life, having high capacity, sense satisfaction of being, a sense of vitality and usefulness of the work, the ability to help others if you experience problems), independent thinking such issues as (people trust most in their decision, express ideas and opinions, participate in family discussion) feel the power of such issues as (belief in the ability to change fate, belief in the capacity to influence events in society, believing in the capacity to remove poverty and needy) and increased self- effectiveness such issues as (feel we can improve your and family future, believe solve the problem with trying on the face of it, self-efficacy in dealing with the problem, the capacity to stay calm in dealing with problems and can use the skills to handle life) (Shakori, 2008) increased dared to reach the target, increasing the capacity to carry out wants, be able to organize and improve self-esteem (Malhotra et al, 2002) and gaining the power to think, to develop a sense of self-worth and Belief in your ability to make favourable changes (Gholipour et al, 2008).

1.4. Psychological Empowerment

Researchers and scholars made features that are allowed for capable people which on the basis the individual features can be commented on capacity or inability. Zhou and Chen (2021) argue that the loss of resources leads to stress, which in turn generates an iterative spiral, psychological empowerment can prevent these resource loss spirals. Conger and Kanungo (1988) sense self-efficacy knows index individual empowerment. Yue Fook et al (2011) stated Psychological Empowerment suggests with words such as: self-actualization, charisma, self-confidence, empowerment or synergy. Mathew and Nair (2021) knows that the direct association between psychological empowerment and job satisfaction is positive and significant. Monje Amor et al (2021) also believes that psychological empowerment mediated the positive link between this variable and work engagement, which was related to better task performance and lower intention to quit. Tohidi and Jabbari (2012) with emphasis on the multidimensional empowerment, stated five dimensions: sense of meaningful, sense of competence, sense of choice, sense of being effective and sense of trust that will be explained as follows:

1.4.1. Sense of Meaning

Appelbaum and Hongger (1998) believes that meaning is the opportunity to know that people feel important and follow valuable job objectives; they feel that they are moving on the



road is that worth the time and energy. Mooghli et al (2009) argue that strong people have a sense of meaning, they have value for the purpose or objectives which employed. The ideals and standards are the same, as what is done. Activity in their value system is important, they are accurate about what they produce, and they believe it. Abdollahi (2005) believes that meaning is the value of a career goals and person's intrinsic interest in the job. Spreitzer (2007) also knows meaning the balance between work needs and beliefs, values and behaviour's. Javaheri kamel (2009) believes that a low degree of meaning lead to reluctance and a sense of separation with job and in return, high degree to meaning lead to commitment, participation and energy concentration. When people feel that their work is meaningful employment, they are show more perseverance in the pursuit of desired goals. Khan and Ghufuran (2018) believes that whenever an employee feels that their job has meaning and that they themselves enjoy independence and freedom, are competent and have an impact, the more their behavior is oriented towards helping colleagues and customers.

1.4.2. Sense of Competence (Self-Efficacy)

Abdollahi (2005) argues that competence is the degree which a person can do the job tasks with skill and success. Mooghli et al (2009) also believes that strong people have a sense of self- efficacy, and believes that they have powers and expertise necessary for a successful the successful accomplishment of their work. Empower people not only feel competence, but feel confident that they can do so with efficiency. Javaheri kamel (2009) sees this feature the most important element because having a sense of self-empowerment decides whether the person has perseverance and tries to do difficult work or not. Bandura (1997) also knows competence as a personal belief that a person feels capacity to perform their assigned duties successfully and there are three condition for the individual's sense of self-efficacy: the belief in the capacity to perform work, believe the effort needed to apply capacity and lack of no external barrier that they were prevented from doing the job.

1.4.3. Sense of Choice (Autonomy)

Thomas and Velthouse (1990) believes that choice right means freedom and independence to decide the activities necessary to perform job duties. Breeding (2008) also believes that empowerment is facilitated when people learn self-determination behaviour. Self-determination is actively engaged in work and the belief that depends individual performance can lead to success. Mooghli et al (2009) argue that when people rather than force to participate, voluntarily engage in their duties, they feel having a choice in their work. Research shows that this feeling is accompanied with less work alienation in environment, greater job satisfaction, higher levels of performance, greater entrepreneurship and creativity, higher levels of job involvement and less work pressure. According to Gagne and Deci (2005) this sense include action which is associated with sense of freedom and experience. Dickson and Lorenz (2009) also believes sense of choice related to the efforts of individuals and groups to increase control over the quality and personal satisfaction.

Gibbs (2009) also believes the right choice because of their participation in the programs



and support in various fields, causing organizational goals, human resources and priorities to connect to each other.

3.4.4. Sense of being Effective

Spreitzer (2007) believes the impact or accepting personal outcome, is the degree to which a person may be affected by the result of strategic, administrative and operational jobs. According to Mooghli et al (2009) believes empowering people, they can influence the work environment or results to bring about change. They believe obstacles can be managed, in fact they are feeling active control. Wetten and Cameron (1998) Believe this depends on the ability to recognize areas of influence as much as the same amount of capacity to manage and change the external environment in order to increase its domination. According to Moye et al (2005) A sense of effectiveness, is feelings that one would be influence strategic, managerial strategies, outcomes and job results and Dixon and Lorenz (2009) argued that sense of being effective is to be given an individual.

3.4.5. Sense of Trust

Mishra and Spreitzer (1999) knows this sense as trust between subordinates and elites that related to the interest and competence, openness and trust in another. According to Gill et al (2019) the idea that trust predicts feelings of empowerment among subordinates, as well as reciprocal feelings of trust towards supervisors.

Given that Iran's position in entrepreneurship by the existing capacity and competences, is not ideal. In this study, structural analysis of the effect on agricultural entrepreneurs' empowerment, in order to identify opportunities, threats, strengths and weaknesses was performed. By analysis validation and interacting together offered strategies to increase those Agricultural entrepreneurial abilities and capacities.

The aim was analysis of structural affecting agricultural entrepreneurs' empowerment. This was followed with specific goals to achieve the aim:

1. Identifying the strengths and weaknesses of agricultural entrepreneurs empowerment (internal structures);
2. Identifying opportunities and threats of agricultural entrepreneurs empowerment (external structures);
3. Assessing the validity and importance of each internal and external structures of agricultural entrepreneurs empowerment and
4. Providing suitable strategies for agricultural entrepreneurs' empowerment.

3. RESEARCH METHODS

In this study mix research method, the combination of qualitative and quantitative techniques was applied. Accessing to agricultural entrepreneurs views and collecting data for seven weeks, by the research team (specializing in the extension and development of agriculture) was performed using different qualitative techniques; according to the nature of observation and interview, this advantage was, the strengths, weaknesses, opportunities and



threats, once checked, and the effects of each of them was seen interacting with each other. Data from observations and interviews analysed, using SWOT model, then based on the above analysis, a questionnaire was used to determine the validity of the entrepreneurship experts and finally the matrix of strengths, weaknesses, opportunities and threats in four different states: SO, WO, ST, WT were considered to provide strategies.

The Study population was agricultural entrepreneurs in Sahneh and Harsin Counties of Kermanshah Province. Theoretical sampling continued until, theoretical saturation which 55 people of agricultural entrepreneurs, were included.

Identification and analysis of strengths, weaknesses, opportunities and threats was performed by focus group interviews, interview and observation. According to data from the qualitative phase questionnaire was designed to determine the validity of structural effecting the agricultural entrepreneurs empowerment, with Likert scale (1 = strongly disagree; 2 = disagree; 3 = neutral; 4 = agree, strongly agree = 5) and the coefficient of importance Rate 1 to 4, were used.

4. FINDINGS

Based on the findings, demographic data show the average age of agricultural entrepreneurs in this study was 38 years old, the oldest 62 years old and the youngest 25 years old. 63.1 percent were male and the rest of them were female. In regard to education level the literacy level were

10.3 percent illiterate, 8.6 percent of elementary schools and 6.9 percent of middle schools, 48.3 percent of high schools and 25.9 percent above. 32.8 percent have an experience of participation in the working group and 67.2 percent had no experience of participation in the working group.

To achieve the strengths and weaknesses of agricultural entrepreneurs empowerment (internal structures), based on the documentary, observation and interviews, viewpoints and perspectives of agricultural entrepreneurs, based on the Strategic SWOT, were detected effective structures including the strengths and weaknesses major agricultural entrepreneurs empowerment (Table 1).

Table 1. Matrix of strengths and weaknesses of agricultural entrepreneurs' empowerment (internal structures)

Strengths	Weaknesses
S1: Knowledge, attitudes and values increasing	W1: Lack of enough capital
S2: adoption of Social responsibilities increasing	W2: lack of collective life quality
S3: Social capital reinforcement	W3: Lack of entrepreneurial culture
S4: Self-Esteem increasing	W4: Lack of skill
S5: Local support increasing	W5: Poor decision-making power
S6: Family support increasing	W6: Lack of risk
S7: Positive vision increasing to agricultural	
S8: Self-Confidence increasing	
S9: Compliance with conditions and living conditions	
S10: Having Facilities	
S11: Feel of progress and Promotion	
S12: Increasing the diversity of life	
S13: Welfare increasing	
S14: Power increasing	

Source: Research Finding



To identifying opportunities and threats agricultural entrepreneurs empowerment (external structures), according to the documentary, observation and interviews, viewpoints and perspectives of agricultural entrepreneurs, were identified as it shown in Table 2, Structures external, opportunities and threats affecting major agricultural entrepreneurs empowerment.

Table 2. Matrix of opportunities and threats of agricultural entrepreneurs' empowerment (external structures)

Opportunities	Threats
O1: Entrepreneurial skills trading (the capacity to identify opportunities, problems and solutions)	T1: Lack of useful skills training
O2: Technical skills trading credit (the capacity to organize, completing tasks and administration)	T2: lack of appropriate market
O3: Ideas gain sources trading	T3: Impossibility to create diverse job opportunities
O4: Supporting ideas and projects	T4: Lack of needed facilities
O5: Low-interest loans	T5: Lack of economic insecurity
O6: Educational programming suitable government	T6: Legal obstacles
O7: Government and university cooperation	T7: Office bureaucracy
O8: Access to business networks	T8: difficulty of authorization process
O9: Access to needed resources, especially financial and training resources	
O10: Create Applications exhibitions and conferences	
O11: The use of new technologies rather than traditional	
O12: Being of ICT infrastructure	

Source: Research Finding

In the next step, a questionnaire was prepared, which according to this, the validity of any structure with Likert scale (1=strongly disagree to 5=strongly agree) and coefficient of importance of each structure, valuation 1 to 4 (Tables 3 and 4) were evaluated. And finally, the weight of each structure was calculated and by determining the weight validity of each construct, and allows quantitative comparisons strengths and weaknesses, opportunities with threats were provided. According to the internal structure evaluation matrix, the credibility of weight, it was determined the most effective strengths: knowledge, attitudes and values increasing in the agricultural entrepreneurs with weight credit (0/386), adoption of social responsibilities increasing with weight credit (0/371), social capital reinforcement with weight credit (0/357), power increasing with weight credit (0/353), positive vision increasing to agricultural entrepreneurship with weight ratings (0/342), self-confidence increasing with weight credit (0/333) and self-esteem increasing with weight credit (0/330). The most effective weak points include: lack of enough capital with weight credit (0/776), lack of quality of collective life with weight credit (0/744), lack of entrepreneurial culture with weight credit (0/731) and lack of skill with weight credit (0/717). According to the survey evaluation matrix of structures external (opportunities and threats) by the credit weight, it was determined the most

effective empowerment facing opportunities agricultural entrepreneurs: entrepreneurial skills trading (the capacity to identify opportunities, problems and solutions) with weight credit (0/429), technical skills trading (the capacity to organize, completing tasks and administration) with weight credit (0/412), supporting ideas and projects with weight credit (0/403), ICT infrastructure existence with weighted credit (0/393) and access to business networks with weight credit (0/384), and the most effective threats, include: lack of useful skills training with weight credit (0/635), suitable market lack for products with weight credit (0/615) difficulty of authorization process with weight credit (0/600), lack of needed facilities with weight credit (0/583) and lack of economic security with weight credit (0/575).

Table 3. Matrix of evaluation internal structures

Strengths	Credit	Importance coefficient	Weight	Weight credit
Knowledge, attitudes and values increasing	4.90	3.95	0.079	0.386
Social responsibilities increasing	4.83	3.88	0.077	0.371
Social capital reinforcement	4.77	3.75	0.075	0.357
Power increasing	4.75	3.72	0.074	0.353
Positive vision increasing to agricultural	4.69	3.65	0.073	0.342
Self-Confidence increasing	4.63	3.60	0.072	0.333
Self-Esteem increasing	4.62	3.58	0.072	0.330
Family support increasing	4.48	3.50	0.070	0.313
local support increasing	4.42	3.48	0.070	0.307
Compliance with conditions and living conditions	4.35	3.46	0.069	0.300
Feel of progress and Promotion	4.34	3.43	0.069	0.297
Increasing the diversity of life	4.30	3.39	0.067	0.290
Welfare increasing	4.26	3.37	0.067	0.287
Having Facilities	4.20	3.35	0.067	0.280
Total		50.11	1	4.54
Weaknesses	Credit	Importance coefficient	Weight	Weight credit
lack of enough capital	4.51	3.82	0.172	0.776
lack of quality of collective life	4.38	3.77	0.170	0.744
lack of entrepreneurial culture	4.35	3.73	0.168	0.731
lack of skill	4.30	3.70	0.167	0.717
Lack of risk	4.29	3.60	0.162	0.694
Poor decision power	4.28	3.58	0.161	0.689
Total		22.2	1	4.37

Source: Research Finding

Table 4. Matrix of evaluation external structures

Opportunities	Credit	Importance coefficient	Weight	Weight credit
Entrepreneurial skills trading (the capacity to identify opportunities, problems and solutions)	4.85	3.95	0.088	0.429
Technical skills trading (the capacity to organize, completing tasks and administration)	4.72	3.90	0.087	0.412
Supporting ideas and projects	4.65	3.87	0.087	0.403
Being of ICT infrastructure	4.62	3.80	0.085	0.393



Access to business networks	4.57	3.75	0.084	0.384
Ideas gain sources trading	4.55	3.72	0.083	0.377
Educational programming suitable government	4.53	3.70	0.083	0.375
Government and university cooperation	4.50	3.65	0.082	0.368
Access to needed resources, especially financial and training resources	4.47	3.60	0.081	0.360
Create Applications exhibitions and conferences	4.44	3.60	0.081	0.358
The use of new technologies rather than traditional	4.42	3.58	0.080	0.354
Low-interest loans	4.41	3.55	0.079	0.350
Total		44.67	1	4.56
Threats	Credit	Importance coefficient	Weight	Weight credit
Lack of useful skills training	4.88	3.93	0.130	0.635
Suitable market lack for products	4.80	3.86	0.128	0.615
Difficulty of authorization process	4.75	3.81	0.126	0.600
Lack of needed facilities	4.68	3.76	0.125	0.583
Lack of economic security	4.65	3.73	0.124	0.575
Legal obstacles	4.60	3.72	0.123	0.565
Impossibility to create diverse job opportunities	4.58	3.68	0.122	0.559
Office bureaucracy	4.55	3.65	0.121	0.551
Total		30.14	1	4.68

Source: Research Finding

4. DISCUSION, CONCLUSIONS AND SUGGESTION

Empowerment is a process which human are capable of organizing itself and using by self- confident of your capacities and talents to free choice and control resources. In the empowerment process, people are strengthened ventured out to reach the target and benefiting the capacity to complete their wants. Therefore, it is necessary with a general understanding of the role of agricultural entrepreneurship in the economy of rural communities and their needs as effective members in the process of rural development and agricultural producers consider and implement strategies to empower them.

The final goal of research were presented strategies, which the planning, development and implementation of these strategies can be practical suggestions for planners and policy makers.

Aggressive strategy (reinforcement of the strengths in order to access opportunity): **S → O**

1. By changing in knowledge, attitudes and values as empowerment strengths can be acted as the aggressive strategies to create opportunity to teach and recognize of entrepreneurial skills (the capacity to identify opportunities, problems and solutions), teach and recognizing of technical skills (the capacity to organize, completing tasks and administration) and identifying the sources of ideas. In line with Kumar and Ali (2010) stresses to keep up-to-date job skills and workshops and training courses in entrepreneurship development.

2. Through increasing power, self-confidence and self-esteem as empowerment strengths can be acted as the aggressive strategies to create opportunity to use new technologies



instead of the traditional type. The findings of Wang and Costello (2009) also show growing up-to-date with changes in technology is effective in to develop entrepreneurship and SMEs.

3. By increasing positive view to the work and facilities, Enjoyment as strengths empowerment can be acted as the aggressive strategies to create opportunity to increase access to needed resources, especially financial resources and training. In line with the study Smith (2004) stresses on access to resources, especially financial resources and training as a reason affecting the entrepreneurial climate. Research results Gholam Mosstafa Khan (2007) in Bahrain, insists as well as educational programming suitable government to develop entrepreneurship in SMEs.

4. By increasing positive view to feel the progress and development it can be acted as the aggressive strategies to create opportunity to develop their skills. In this context Gumus et al (2007) in their study, stresses on access to skills and the training courses for entrepreneurs as business climate index.

5. By reinforcement of social capital as strengths this can be used as an aggressive strategy to access business networks and creation of exhibitions and applications conferences. In this context Aqhajani et al (2005) also emphasized on creation of exhibitions and applications conferences.

Executive solutions proposed to use of strengths and take advantage of opportunities, focused on the areas of development of infrastructures, training, developing entrepreneurial and professional skills. Thus organization in authorities of development, and practical use of aggressive strategies to agricultural entrepreneurs' empowerment, are suggested by this study.

Adaptation strategy (reducing weaknesses to access opportunity): **W** → **O**

1. Lack of the necessary skills is the cause of the loss of many opportunities such as the social participation and recognizing own real needs. Therefore, through adaptation strategy, you can provide more opportunities to recognize and teach entrepreneurial skills (the capacity to identify opportunities, problems and solutions), recognize and train with professional skills (the capacity to organize, complete tasks and Administration). In this context (Cole and Bachayan, 2007) also confirmed that lack of education and skills, is deprive the opportunity of social participation. In line with the results Anand Singh and Krishna (1994) in India, insists on to recognize with entrepreneurial and professional skills.
2. Lack of entrepreneurial culture is the cause of the loss of many opportunities such as the use of new technologies. So it can be possible by adaptive strategies provide the requirement of the use of exhibitions and application conferences. In this context Aqajani et al (2006) in their study, stated that requirement for carrying out entrepreneurial ideas needs to know the prerequisites. To provide this requirement the government's duty is such as creation of exhibition and applied conferences. Crane and Meyer (2009) also confirmed that the lack of culture support as a barrier to entrepreneurship climate. Kline (2007) also referred to domination of social and cultural



climate and positive and significant and positive relationship between individual entrepreneurial activities.

3. The Lack of adequate capital, leads to the loss of the opportunities such as bank facilities. This is in line with the result of Aqajani et al (2007) that stated on the low-interest loans as the primary requirement for entrepreneur, which is government major duty. This finding is in line with Crane and Meyer (2009) that they insisted on the lack of capital as one of the barriers to entrepreneurship. Fitch (2009) also believes that capital has an effective role in creating entrepreneurial climate.
4. Poor decisions-making power is causing the loss of many opportunities, including sources familiar with the ideas. Therefore, through adaptation strategy, you can provide more opportunities to recognize the sources of business idea for agricultural entrepreneurs. This is in line with the result of Najarzadeh and Rezvani (2008) that stated sources familiar with the business idea is known as the process of entrepreneurship development for rural people. Bulut and Alpkhan (2006) also have confirmed that support to develop opinions and ideas and projects as an important factors for entrepreneurial climate.

Proposed executive solutions to deal with weaknesses and take advantage of opportunities, focused on the areas of training, development of social skills, developing entrepreneurial skills and development facilities. In this context it is necessary policymakers and planners to pay special attention to methods benefit from the facilities and Stakeholders in different sectors including rural development and agriculture with the practical application from adjustment strategies to agriculture entrepreneurs' empowerment.

Contingency strategy (more reinforcement of the strengths to reduce possible threats): **S**→ **T**

1. Increased self-confidence and self-esteem can be used to reduce threats such as lack of diverse career opportunities as a contingency strategy.
2. Family support increasing, local support increasing and reinforcement of social capital as strengths can be used to reduce threats such as administrative office bureaucracy and the difficulty of licensing as a contingency strategy. This it is line with the results Roxas et al (2007) that are emphasized on indexes such as social support system, informal networks, and family support as suitable entrepreneurial climate.
3. Through the social capital reinforcement and having the means as strengths empowerment can be used to reduce threats such as lack of products suitable market as a contingency strategy. This result, is in line with the results of agahi and karami (2012) that, stated the management of social capital in society is due to products quality and attention to development of new products in conjunction with awareness about global market and interact with influential community.

To reduce the threat by reinforcement strengths, the most implementation strategy that will offer is comprehensive participation of the rural people and agricultural sector



entrepreneurs at different stages of policy making, planning and implementation.

Defensive strategy (reduce weaknesses to reduce possible threats): **W** → **T**

1. By reducing the threats of empowerment, such as lack of entrepreneurial culture it can be benefit as a defensive strategy to reduce threats to create diverse career opportunities. This is in line with the results of Crane and Meyer (2009) which examines to develop entrepreneurship on Canadian entrepreneurs, that stated cultural barriers compared with other barriers, have a larger role in policies change and government policies on entrepreneurial climate.

2. By reducing the weaknesses such as the lack of capital can be used as a Defensive strategy to reduce threats as in economic insecurity. In this context Tansel (2002) agrees and Aqajani et al (2007) stated low-interest loans as necessary fields of entrepreneurship. Gumus et al (2007) also have stressed the lack of capital in the entrepreneurial climate as a serious threat.

3. By reducing the weaknesses such as lack of entrepreneurial culture and poor decision-making power we can use through empowerment to reduce threats such as the impossibility to create diverse career opportunities, and lack of market products as a defence strategy. This is, in line with the findings of the Agahi and Karami (2012) that shows, management of social capital at the individual level, personal motivation and desire to promote job knowledge, at the grope level, active participation, cooperation, courtesy, mutual honestly, shared vision of the future, at the community level, attention upgrade product quality, attention to develop new products, awareness of global markets and interaction with community and organizational level, connection with other cooperatives, use and sharing experiences with other cooperatives have significant effect to their ability to develop.

The boost implementation strategy to propose in order to deal with weaknesses and mitigate threats, is focused on the areas of culture and development facilities. In this context it is necessary that policy-makers and planners, consider promoting an entrepreneurial culture in a special form. Also benefit from convenient and easy banking facilities in this group of strategies is important. So custodians of various sectors with the application of defence strategies, can take action, in order to empower agricultural entrepreneurs.



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Shohreh Karami and Hossein Agahi contributed to the design and implementation of the research, to the analysis of the results and to the writing of the manuscript.

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Author/s confirmed no conflict of interest.