

## The Effect of Emotional Commitment on Innovative Business Behavior in Agricultural Enterprises

Tarım İşletmelerinde Duygusal Bağlılığın Yenilikçilik İş Davranışına Etkisi

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### Abstract


The main purpose of this study is to examine the relationship between emotional commitment and innovative business behavior in agricultural enterprises. In this context, a survey was conducted with 76 agricultural enterprises operating in Çumra district of Konya province and determined according to stratified random sampling method. Within the scope of the research, socio-economic characteristics of agricultural enterprises were determined, and emotional work and innovative business behaviors were graded according to the Likert Question Scale. The validity and reliability tests of the scales prepared within this scope were performed. Both scales were found to be highly reliable and Kaiser-Meyer-Olkin (KMO) test showed that both scales were suitable for factor analysis. As a result of factor analysis, 4 factor dimensions were determined, 2 of which were emotional commitment and innovative work behavior. Correlation analysis was performed to determine the relationship between the dimensions obtained. In addition, with Path analysis, the effects of the relationship between the dimensions were determined and effect degrees were calculated. As a result of the analysis, it was determined that all other hypotheses were accepted except for the generalized loyalty and task of the individual and the dimensions of creating support for the idea. According to the results, a policy proposal was made.


**Key words:** Emotional Commitment, Factor Analysis, Path Analysis, Agricultural Enterprises, Innovative Business Behavior

### Öz

Bu çalışmanın temel amacı tarım işletmelerinde duygusal bağlılık ile yenilikçi iş davranışı arasındaki ilişkiyi incelemektir. Bu kapsamda Konya ili Çumra ilçesinde faaliyet gösteren ve tabakalı tesadüfi örnekleme yöntemine göre belirlenen 76 tarım işletmesiyle anket yapılmıştır. Araştırma kapsamında tarım işletmelerinin sosyo-ekonomik özellikleri ortaya konulmuş ve duygusal bağlılık ile yenilikçi iş davranışları 5'li likert soru ölçeğine göre ölçeklendirilerek puanlandırılmıştır. Bu kapsamda hazırlanan ölçeklerin geçerlilik ve güvenilirlik testleri yapılmıştır. Her iki ölçeğinde güvenilirliği yüksek düzeyde bulunmuş ve Kaiser-Meyer-Olkin (KMO) testi sonucunda her iki ölçeğin faktör analizi için uygun olduğu belirlenmiştir. Faktör analizi sonucunda ise duygusal bağlılık ve yenilikçi iş davranışı 2 boyut olmak üzere toplamda 4 faktör boyutları belirlenmiştir. Elde edilen boyutlar arasında ilişki olup olmadığını belirlemek için korelasyon analizi yapılmıştır. Ayrıca Path analizi ile de boyutlar arasındaki ilişkinin nedenleri ortaya konularak etki dereceleri hesaplanmıştır. Yapılan analiz sonucunda bireyin genelleştirilmiş sadakati ve görevi ile fikir için destek yaratma boyutları dışında diğer tüm hipotezlerin kabul edildiği belirlenmiştir. Elde edilen sonuçlara göre de politika önerisinde bulunulmuştur.

**Anahtar kelimeler:** Duygusal Bağlılık, Faktör Analizi, Path Analizi, Tarım İşletmeleri, Yenilikçi İş Davranışı

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The main objectives of agricultural enterprises are profit, sustainability and social benefit. While the profit target stands out in the short-term planning of enterprises; in the long term the sustainability is emphasized. Although there are many factors that affect sustainability in agricultural enterprises, it is important to use new technologies and to adapt to innovative production activities. As a matter of fact, in many studies, the importance of using innovative production methods to ensure the sustainability of agricultural enterprises is mentioned (Yener, 2013). In agriculture, enterprises, there are many economic, social and environmental factors that affect innovative business behavior, especially psychological in other words personal factors play an important role. In the studies carried out to date, it has been stated that innovative business behaviors in agricultural enterprises are generally affected by economic factors such as age and education as well as demographic factors such as income and capital. (Bayav, 2007; Öztürk, 2010; Öztürk and Yalçın, 2014; Yener, 2017). However, the most important factors that affect decision making in agricultural enterprises are the psychological behaviors and behaviors of the entrepreneurs. Due to the participation of the managers and employees in the same position in the agricultural enterprises, the attitudes and behaviors of the managers to the job will be measured and the loyalty of the managers will be determined. Commitment is generally defined as affection and loyalty to an individual, organization or institutional structure. (Anonim, 2019). The concept of commitment is first mentioned by Whyte in 1956 and the literature of commitment is shaped by Becker in 1960 (Kayasandık, 2013). The concept of loyalty has been conceptually differentiated since these years, and different forms of commitment have emerged in these years. These forms occur in a variety of ways such as professional commitment, commitment to work, commitment to the work group, commitment to the manager, commitment to the union, or organizational commitment (Seymen, 2008). The organizational commitment, which is among the types of loyalty, is focused on the organizational commitment due to the psychological status of the managers or employees. Organizational commitment has many definitions in the literature and is generally defined as the individual's willingness to remain in the organization and internalizing itself with that organization. The establishment of organizational commitment in a business depends on human factors. As a matter of fact, the importance of human resources is high in agricultural enterprises to continue their production activities successfully and sustainability. Because in these periods when physical and monetary factors are changing very rapidly, one of the most important conditions of sustainable competition is the effective use of human resources. With the effective use of human resources in agricultural enterprises, organizational commitment will increase. In terms of organizational commitment, there are three different classifications in the literature, the most important being emotional commitment the degree of emotional commitment indicates the degree of integration or convergence of the business manager to the enterprise. The business manager with this attitude and behavior develops a sense of belonging and can work in line with the objectives and objectives of his business. This is the most desired type of loyalty in the business because of the desire of the business managers with high sense of desire to attend and continue to the business. Therefore, emotional commitment is emphasized within the scope of the study With the increase of emotional loyalty, the performance of the employees in the industry, service and construction sectors will increase and thus the profitability of the enterprises will increase as the labor productivity increases. However, there is a possibility of business managers having an emotional commitment in agricultural enterprises, which may affect the achievements of enterprises negatively. In fact, the managers of agricultural enterprises have the emotional commitment to lead them to move away from innovative production approaches. Because psychological factors such as commitment to the land brought by emotional commitment suppress the use of innovative means of production in production. For this reason, determining the effect of emotional commitment on innovative business behaviors in agricultural enterprises constitutes the main purpose of the study. When the international and national studies are examined for this purpose, it is seen that there is no study on the emotional commitment in agricultural enterprises. There is some evidence that emotional commitment, in the studies on social sciences, develops innovative work behavior (Çekmecelioglu, 2006; Demirel, 2009; Gürsel and Eröz, 2017). In this context, the theoretical explanation of the emotional commitment in the agricultural sector is made and the effect of all aspects of emotional commitment, which is a component of organizational commitment, on innovation business behavior was investigated.

## **Theoretical Framework**

### **Emotional Commitment**

Emotional commitment is considerably debated in the literature and has many definitions. With the most general definition, emotional commitment is defined as the emotional closeness to the job opportunities and positions of the people (Allen and Meyer, 1990). In addition, individual and organizational effort in

emotional commitment is intermingled and expresses the synergy between employees and employers (Wiener, 1982). According to another definition, emotional commitment is seen as the success of the employees' willingness to stay in the business they work in and the tasks they undertake (DeCotiis and Summers, 1987). As it is understood from these definitions, the most important type of commitment that employers want to see in the employees is emotional commitment. As a matter of fact, a strong emotional commitment will increase the productivity of the employees and complement their operations in line with the objectives of the enterprise (Porter Steers Mowday Boulian, 1974).

When the studies carried out to date are examined, a relationship has been found between emotional commitment and many socio-economic characteristics. For example; One study found no relationship between age and emotional commitment (Kabiraj Walke Yousaf, 2014), but a positive relationship was found in other studies (Meyer and Allen, 1984; Mathieu and Zajac, 1990; Wang Weng McElroy Ashkanasy Lievens, 2014). Again, there are different results between gender and emotional commitment, while in some studies there is a higher emotional commitment in women, while in some studies there is no significant relationship (Mathieu and Zajac, 1990; Kacmar Carlson Brymer, 1999; Madison Ward Royalty, 2012). In addition, the work done with emotional commitment is usually tourism (Coleman Irving Cooper, 1999; Yalçın and İplik, 2005; Namasivayam and Zhao, 2007; Ağca and Ertan, 2008; Karatepe and Magaji, 2008; Karatepe and Kilic, 2009), public staff (Lambert Pasupulet iCluse-Tolar Jennings Baker, 2006) in the textile and automotive sector (Gürbüz, 2006), in the health sector (Demirel and Akça, 2008; Benligiray and Sönmez, 2011), households (Zhang Griffeth Fried, 2012) and family companies (Memili Zellweger Fang, 2013). As it is seen in the literature review, the fact that there is no study related to an inclusive emotional commitment of the agricultural sector increases the specificity of the study.

### **Innovative Business Behavior**

Innovative business behavior is the attitude that is necessary to create useful thinking for businesses and to ensure the applicability of this idea (Çıtak, 2017). Attention should be paid to the need for innovative business behavior to include both creativity and innovative processes. As a matter of fact, this process, which starts with the discovery of this idea, requires the creation of added value. So many definitions have been done for this concept in many studies performed to date. In this context, innovative business behavior is all individual efforts to develop and implement an innovation in any business (West and Farr, 1989). These individual efforts include, for example, the use of new methods and technologies, the creation of resources and identification of new strategies. According to another definition, innovative business behavior is defined as defining the problems in the enterprises, developing the appropriate strategies, creating infrastructures and applying the ideas as a result (Scott and Bruce, 1994). When the literature on innovative business behavior is examined, it is seen that there is a positive relationship between the business performance of managers and employees and the success of the enterprise. As a matter of fact, this situation has been revealed in many studies. (Chang and Liu, 2008; Akkoç Turunç Çalışkan, 2011; Hannemann-WeberKessel Budych Schultz, 2011; Erdoğan and Güneş, 2013). In addition, it has been shown that innovative business behaviors in enterprises reduce operating costs and that innovations should be applied in this direction (Schimansky, 2014).

## **Material and Methods**

### **Research Universe and Sampling**

Because of 80.7's% of Turkey's agricultural enterprises under 100 decares and 99% of the agricultural enterprises under 500 hectares %99 of the enterprises is defined as small business according to international standards. Due to the nature of small-scale enterprises, employers and employees are generally the same person; there is no distinction between employer and employee within the scope of the study. Therefore, survey is conducted with the agricultural entrepreneurs in the study. The surveyed area is determined as the purpose of Çumra district of Konya province. In the study, stratified random sampling method is used as the coefficient of variation in the sampling from the main frame is more than 33% and 76 sample enterprises are interviewed with a 5% error margin within the 90% confidence limits. The following formula is used in sample determination (Yamane, 1967; Oğuz and Karakayacı, 2017).

### **Research Hypotheses**

These issues should be studied since the adoption of innovations in agriculture enterprises and the implementation period is long. For this reason, it is aimed to determine the degree and direction of the

relationship between the emotional commitment of business manager in the spread of innovative business behavior in agricultural enterprises. The hypotheses to be tested in this study for this purpose are given below.

H<sub>1</sub>= There is a significant relationship between identifying the identity of the individual with the organization and creating support for the idea.

H<sub>2</sub>= There is a significant relationship between identifying the identity of the individual with the organization and awareness and idea creation.

H<sub>3</sub>= There is a significant relationship between the generalized loyalty and task of the individual and the creation of support for the idea.

H<sub>4</sub>= There is a significant relationship between the generalized loyalty and task of the individual and awareness and idea creation.

### **Data Analysis**

The reliability and validity tests of the scales used with the data sets have been done which obtained by the scope of the study. Reliability tests generally show whether the results of the institutional structure are correct, and that the results of the measurements are objective results. According to the results of this test, it is foreseen that the scale which formed by as a result of institutional structure can be applied in agriculture or not. In addition, the reliability test shows how accurate the scale is and its productivity (Çakmur, 2012). Although there is a lot of reliability analysis in the literature, Cronbach's alpha value is used especially on likert type scales. This value, which is a reliability index, takes into account the compatibility of the items in the scale and gives the degree of the relationship between these substances (Şencan, 2005; Çakmur, 2012).

However, a valid test as well as a reliable test, a reliable scale may not be reliable. Therefore, it is necessary to determine a scale valid or not. In literature, maximum factor analysis is used to test the structural valid. Factor analysis is defined as subdividing multiple variables in order to facilitate to understand them. In this study, factor analysis is performed on both scales in order to determine the effect of emotional commitment on innovative business behavior. According to the factor analysis, 4 factor dimensions are determined in total for two scales under 2 factor dimensions and correlation analysis is performed to determine the degree of bilateral changes between the dimensions. Path analysis is performed to determine causality among these factor dimensions.

## **Research Results**

### **Validity and Reliability Tests of the Scales**

Within the scope of the research, a total of 76 agricultural enterprises were surveyed and it was aimed to determine the relationship between emotional commitment and innovative business behaviors. For this purpose, the 5-point Likert scale is used to determine the relationship, and the emotional commitment and innovative work behaviors of the agricultural business managers are scaled. In this context, reliability tests are conducted to determine whether both the emotional commitment and the scales of innovative business behaviors are suitable for the study. Within the scope of the study, the scale prepared by Allen Meyer (1990) is used as emotional commitment scale and the Cronbach's Alpha value of the scale is determined 0.863. Cronbach's alpha value is the weighted change average which obtained by the ratio of variances of substances in scale to the total variance. (Özdamar, 2001). Cronbach's Alpha basically shows the total reliability of that survey for all questions. If this value is greater than 0.8, it is known that the survey has high reliability (Kalaycı, 2010). In other studies, Cronbach's Alpha is determined as 0.924 (Dinçel, 2012). Another scale in the study, the innovative work behavior scale, is prepared by Scott and Bruce (1994) and the Cronbach's Alpha value of this scale is determined as 0.941. This value is greater than 0.9 indicates that the survey questions has excellent reliability. In other studies, Cronbach's Alpha value is determined as 0.935 (Orhan, 2012).

Kaiser-Meyer-Olkin (KMO) test should be performed before factor analysis. The KMO test shows whether the observation values obtained as a result of the survey study are sufficient. If the result of the KMO test is above 0.50, it is not a drawback in the fact that factor analysis is performed; in contrast it is mentioned that data for factor analysis are not suitable. Within the scope of the study, KMO and Bartlett test results of both scales are given in Table 1. Accordingly, it is seen that sampling adequacy is appropriate in both scales.

In addition, it is observed that the data is normally distributed as the significance level of the Bartlett's test is less than 1% on both scales.

**Table 1. Emotional Commitment and Innovative Business Behavior KMO and Bartlett Test**

KMO and Bartlett's Test	Emotional Commitment	Innovative Business Behavior
Kaiser-Meyer-Olkin (KMO) Value for Sampling Capability	0.845	0.928
Bartlett's Sphericity Test Results		
Chi-Square Value	396.699	922.534
Degree of Freedom (df)	55	120
Significance Value (Sig.)	0.000	0.000

In Table 2, after the factor analysis, the emotional dependence scale is reduced to 2 dimensions in order to better understand it. In determining these two dimensions, the study of Wiener in 1982 is taken into consideration. In his study in 1982, Wiener stated that the basis of the organizational commitment is the individual's self-determination with organization and the generalized loyalty of the individual (Wiener, 1982). This is also stated by Meyer Allen (1991) that they form the basis of their normative commitment. The power of these factor dimensions to explain emotional commitment was determined as 58.93%.

**Table 2. Emotional Commitment Scale Factor Structure and Reliability Coefficient**

		Factor Loads	Variance Rate	Reliability Coefficients
Identifying the identity of the individual with the organization.	I work in the enterprise myself and love it very much.	0.842	35.15	Cronbach's Alpha (0.852)
	I love doing my job.	0.797		
	It makes me happy to spend the rest of my career in the company I'm working with.	0.753		
	I like the employees and family members.	0.753		
	I really feel the problems of this enterprise like my own problems.	0.665		
	This enterprise has a very personal meaning for me.	0.658		
	I proudly talk about my enterprise to the people outside.	0.538		
	I have a lot of work choice, but I still work here.	0.396		
Generalized loyalty and duty of the individual	I perceive the problems facing the enterprise as my own problems.	0.863	23.78	Cronbach's Alpha (0.732)
	The values that I care for enterprise are very similar to my values.	0.831		
	I feel "emotionally connected" to my enterprise.	0.626		
Total Variance Explained			<b>58.931</b>	<b>0.863</b>

In Table 3, there are 16 items related to innovative work behavior and it is reduced to 2 dimensions in order to be easy to explain. The first of these dimensions is "Creating Support for the Idea" and this dimension has been prepared by taking into account the studies such as (Scott and Bruce, 1994; Janssen, 2000; De Jong and Den Hartog, 2010). The second dimension is called "Awareness and Idea Formation" and at this point studies such as (Kanter, 1988; Scott and Bruce, 1994; Janssen, 2000; Kleysen and Street, 2001; De Jong and Den Hartog, 2010) are considered. As a result of the factor analysis, the variance rate of these 2 dimensions, which has the explanatory power of innovative work behavior, is calculated as 67.25%.

**Table 3. Innovative Business Behavior Scale Factor Structure and Reliability Coefficient**

		Factor Loads	Variance Rate	Reliability Coefficients
Creating Support for Idea	I try to find original solutions for problems.	0.879	36.16	Cronbach's Alpha (0.925)
	I product new ideas.	0.847		
	I provide all kinds of support for innovative ideas.	0.841		
	I seek support for the acceptance of innovative ideas.	0.741		
	I ensure the important members of the organization are being excited about innovative ideas.	0.732		
	I try to persuade others to support innovative ideas.	0.687		
	I implement innovative ideas in a systematic way while doing business.	0.675		
	I contribute to the fulfillment, processing or implementation of new ideas.	0.674		
	I endeavor to develop something new at the stage of implementation.	0.496		
Awareness and Idea Formation	I endeavor to research new products and services.	0.831	31.08	Cronbach's Alpha (0.906)
	Although I am not a part of my daily work, I am indirectly interested in issues that may affect my work.	0.817		
	I look for opportunities to develop something.	0.796		
	I think about what kind of innovative opportunities may be.	0.757		



I wonder how to develop something.	0.721
I investigate new working methods, techniques or instruments / tools for my work.	0.714
I implement innovative ideas in a useful way.	0.593
Total Variance Explained	<b>67.25</b> <b>0.941</b>

### Correlation Analysis

The results of the factor analysis revealed that the emotional commitment and innovative work behavior scales are reduced to two dimensions, and the correlation analysis is performed to determine the degree and direction of the change in the relationship between the dimensions. It is known in the correlation analysis which direction and how independent variables will affect the dependent variable. As a result of the analysis, the correlation coefficient between the identity of the individual and the generalized loyalty and task of the individual is calculated to be 0.51 (Table 4). Since the sign of the coefficient is positive, it can be said that there is a linear relationship. It is seen that there is a linear relationship between the identity of the individual with the organization and the dimensions of creating support for the idea at %1 importance level. Likewise, it is seen that there is a strong, positive and meaningful relationship between the identifying the identity of the individual with the organization and the dimension of awareness and creation idea. Between dimensions, because of just the generalized loyalty of the individual and create support for idea with the task dimension has acceptable level of significance in social science, there is no significant relationship is determined. This situation is also confirmed by Path analysis.

**Table 4. Correlation Between Emotional Commitment Dimensions and Innovative Business Behavior Dimensions**

		Correlation			
		Identifying the identity of the individual with the organization	Generalized loyalty and duty of the individual	Creating Support for the Idea	Awareness and Idea Creation
Identifying the identity of the individual with the organization	Pearson Correlation	1	.510	.487	.674
	Significance Level		0.000	0.000	00.000
	Number of Observations(N)	76	76	76	76
Generalized loyalty and duty of the individual.	Pearson Correlation	.510	1	0.161	.334
	Significance Level	0.000		0.166	0.003
	Number of Observations(N)	76	76	76	76
Creating support for the idea	Pearson Correlation	.487	0.161	1	.678
	Significance Level	0.000	0.166		0.000
	Number of Observations(N)	76	76	76	76
Awareness and Idea Creation	Pearson Correlation	.674	.334	.678	1
	Significance Level	0.000	0.003	0.000	
	Number of Observations(N)	76	76	76	76

### Path Analysis

Correlation analysis is only important in determining the direction and the direction of the relationship of dimensions, while the first step of the structural equation model path (path) analysis is important in terms of the causality between the variables and the degree of effectiveness. By using correlation analysis we can just determine the direction and the degree of relationship belongs to dimensions; but with path analysis which is the first step of the structural equation model is important in terms of the causality between the variables and the degree of effectiveness. In addition, with this analysis, it is also possible to determine the indirect and direct effects of independent variables on dependent variables. When evaluated in this respect, path analysis provides significant advantages to the researcher. Before the path analysis factor loads are determined with factor analysis and statistical analysis is made by taking them into the model. In fact, path analysis is an extension of regression and is an important analysis to reveal the relationship between multiple dependent variables and independent Variables (Figure 1).

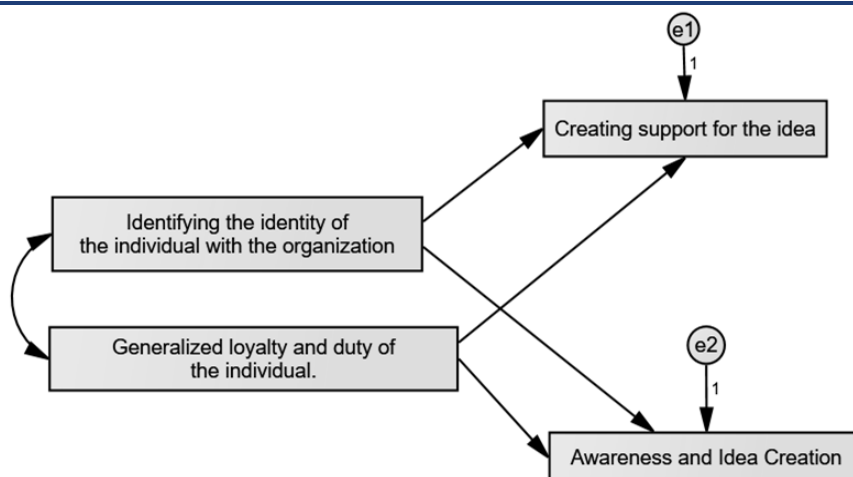


Figure 1. Path Model

The Chi-square value of the model is determined as 3.019 in the path analysis and it is determined that the model fits the data since the significance level is greater than 5%. As a result of the analysis, the results of the model should be compared with some index values. These indices are expressed as path analysis fit indices (Albright and Park, 2009).

The normal, acceptable and analysis values of these compliance indices are given in Table 5. Accordingly, it is decided whether the model's t-test result is accepted; the value of p is taken into consideration. At the end of the analysis, p value is determined as 0.082 and value is accepted because it is above the normal value. When the results of the analysis obtained from the model are compared with the other fit indices, it is seen that all the index results are consistent.

Table 5. Path Analysis Compliance Indices

Indice	Normal Value	Acceptable Values	Analyse
$\chi^2$ "p" Değeri	p>0.05	-	0.082
$\chi^2/sd$	<2	<5	3.01
GFI	>0.95	>0.90	0.98
AGFI	>0.95	>0.90	0.90
CFI	>0.95	>0.90	0.94
RMSEA	<0.05	<0.08	0.06
RMR	<0.05	<0.08	0.04

Resource: Kalaycı (2010)

In Table 6, the values of the estimation and significance level of the model are commented. The identification of the individual's identity with the organization affects the creation of support for the idea according to their importance level. Here, a unitary change in the identification of the individual's identity with the organization leads to an increase of 0.296 units in creating support for the idea. Likewise, as a result of a one-unit increase in the identification of the identity of the individual with the organization, there will be an increase of 0.539 units in raising awareness and idea. The last meaningful relationship is between the generalized loyalty and task dimension of the individual and the dimension of awareness and idea formation. As a matter of fact, it is estimated that a one-unit increase in the generalized loyalty of the individual will increase the awareness and the idea to increase by 0.302. No significant relationship was found between support creation for the idea and the generalized loyalty and task of the individual. A similar result was found in the correlation analysis and both analyzes support each other.

Table 6. Path Analysis Regression Weights

	Guess	Standard Error	C.R.	Importance Level	Hypothesis
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Creating support for the idea	<---	Identifying the identity of the individual with the organization.	0.296	0.11	2.684	0.007	Accepted
Awareness and Idea Creation	<---	Identifying the identity of the individual with the organization.	0.539	0.091	5.927	0.000	Accepted
Awareness and Idea Creation	<---	Generalized loyalty and duty of the individual.	0.302	0.091	3.319	0.000	Accepted
Creating support for the idea	<---	Generalized loyalty and duty of the individual.	-0.034	0.11	-0.306	0.760	Rejected

### Conclusion

In today's competitive conditions, the most important production factor of an enterprise is human. Of course, it is not possible to install and operate a production unit without the human factor. For this reason, the most important requirement for production is the people's ability to work, who are qualified as labor force or labor force. In addition to the actual power, this ability is also classified as mental and heart power. Heart power, which is among of these powers, mention the commitment to enterprise and to work of a human. Agricultural entrepreneurs have an emotional commitment to their businesses thanks to the heart power they have. For this reason, the effect of the emotional commitment which agricultural entrepreneurs have, on innovative business behavior which is one of the most important functions of sustainable competition is examined within the scope of the study.

3 of the 4 hypotheses established within the scope of the study are accepted and according to the results it is determined that if the commitment of the agricultural entrepreneurs increase "who provides the production of the basic raw material for the nutrition" it will increase the efficiency, productivity and performance of the enterprise. And thus, increasing the profitability. As a matter of fact, according to the results obtained, as the emotional commitment increases, the possibility of adopting innovative business behaviors will increase. According to this, the technology that will be used in order to get more efficiency from the unit area or the unit animal will be used, and the productivity of the production factors will be increased.

As a result, emotional commitment, which is one of the most important factors affecting innovative business behavior, is closely related to the personal characteristics of individuals. In addition to the technical or vocational trainings of agricultural business managers on this subject, it is also necessary to invest in people in order to achieve efficiency by applying an education system for the attitudes and behaviors of individuals. After realizing this investment, giving vocational training information and giving power of representation is important for the sustainability of enterprises.



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