



Factor analysis of factors affecting the success of the performance of board members of rural, manufacturing, and agricultural cooperatives (Idmo city)

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Abstract

The study aims were to investigate the factors affecting the causes of the success of the social and economic performance of board members of rural cooperatives and production and agriculture in the Idmo city by the descriptive-correlation method. The statistical population of the study includes all rural cooperatives in this city (18 cooperatives with 86 CEOs). A questionnaire was used to collect information. The obtained results show that in four steps, the variables “economic factors, socio-cultural factors, managerial factors, personality factors” were entered into the equation, respectively. In total, the value of the multiple correlations coefficients (R) was equal to 0.708 and the coefficient of determination was equal to 0.501, which indicates that 50% of the changes of the dependent variable are explained by the changes of the named independent variables.

Keywords: Rural and Agricultural Production Cooperatives, Social and Economic Performance, Board Members

Introduction

By the beginning of land reform in the 1340s to start production and establish part of the former management, rural cooperatives were established with the aim of filling the gap caused by the removal by the owners of the villages, followed by the transfer of land to farmers subject to conditional acceptance. He became a member of a rural cooperative. Rural cooperatives have been formed in accordance with Article 18 of the Law on Rural Cooperatives approved on June 7, 1981, and the Law on Cooperative Sector of the Islamic Republic of Egypt approved on September 4, 1991, which is the widest part of the cooperative sector of the Islamic Republic and an important tool in meeting production needs, and it is considered the economy of the villagers. The positive contexts of this network for quantitative and qualitative production, as well as the requirement of executive policies in the development of agriculture and self-sufficiency regarding food products, require more attention to increasing the use of this network (Mahdavi, 1992; 5). Therefore, by identifying areas and strategies to improve the management of these companies, it is possible to facilitate the development of villages by expanding opportunities and reducing threats. Rural cooperatives strengthen the economic, social, and cultural strength of rural areas. Also, to achieve the promotion of social, economic, and cultural welfare and comfort of villagers and company members, there is a need for rural cooperatives and their expansion to achieve rural development. In the Islamic Revolution, the strategy of cooperatives as

an important approach in rural development was considered by government officials and policymakers, and be considered not only as an effective tool in creating rural employment but also as a goal in empowering and developing rural communities. (Shaban Ali Fami et al., 2008)

The Egypt Rural Cooperatives Network has 2943 rural cooperatives with 4500868 members in 56252 villages across the country, with a capital of 440 billion rials, which in turn form 256 unions in the cities. These unions have also formed provincial unions at the level of each province, the number of which has reached 31 provincial unions. Rural cooperatives are multi-purpose and engage in various service, production, trade, and extension activities. Activities such as the distribution of livelihood loans to the members of cooperatives, distribution of fuel to villagers, distribution of agricultural inputs such as fertilizers and chemical pesticides, plant seeds, agricultural machinery, and their spare parts, and distribution of all Coplanar oil, and cotton products, guaranteed purchases of agricultural products are also made significantly through these cooperatives. In addition, the purchase and sale of non-guaranteed products, supply, and supply of consumer goods and foodstuffs needed by the villagers are done in spite of more than eleven thousand cooperative stores. The number of members is 147363 with a capital of about 83251284967 Rials. The services of these cooperatives in the village of the province include a population of about one million and 500 thousand people. By conducting the present study, with the specific objectives of examining the



factors affecting the causes of the success of the social and economic performance of board members of rural cooperatives and production and agriculture in Idmo city and ranking them based on economic and social indicators, and determining the function of determining the causes of success The board of successful cooperatives from unsuccessful, by identifying the strengths, and weaknesses of such cooperatives, the grounds for increasing efficiency in the rural economy and, consequently, in the agricultural and economic sectors of the country can be provided.

Literatures review

According to Anbari (2001) studies, the effective factors on the performance of cooperatives are the active participation of all members in the business of Venice in cooperative management — increasing members, ' assistance in raising the company's share capital to strengthen the company's financial strength — leadership and dynamic management by the board Companies — Welcoming advanced management practices with the establishment of a strong cooperative institution based on the principles of cooperation in the company, diversification of the business in accordance with the business capabilities of the region and the needs, and expectations of members, and in other words good relationship between production and marketing, functional coherence It is effective between the members and the cooperative company on the one hand, and between the company and the provincial city union., on the other hand, and arranging and holding regular training classes in the cooperative and

holding training programs for the members of the board and the cooperative staff.

For cooperatives to succeed, they must be well-organized, properly managed, managed with authority, and — well managed with a committed membership structure. They must be ahead, adapt to the changing business climate, and be responsive to the different demands of members. Each member of the board of directors and management in the cooperative has responsibilities, and the requirement of efficient and dynamic cooperatives is the existence of appropriate elements to play their role. The success of cooperatives also depends on effective training and communication. Providing education, training, and information to members is right one of the seven principles

of cooperation adopted by the International cooperation Union (ICA). Because members share in the ownership and oversight of the cooperative, they have important responsibilities to ensure that the cooperative survive in a dynamic, and efficient manner. Cooperatives are a place for the exercise of democracy, and their desirable activity depends on the active participation of all its constituent elements. Therefore, the most important responsibility of cooperative members is to participate in the supervision of cooperatives. In practice, this means that members need to be up to date on cooperative issues from reliable sources (not rumors), attend cooperative meetings, and play a role in committees, and board services. It is the director. It is noteworthy that if no one wants to devote time to their cooperative, the cooperative will naturally fail (Ministry of Cooperatives, 2006a).

Cooperatives are economic and social institutions that are formed from the

gathering of people and are governed democratically, and every socioeconomic institution, including cooperatives, must plan for success and improve their functioning. In these organizations, members have an important role in decision-making, policy-making, and strategy. Therefore, attracting participation and strengthening the spirit of cooperation and collaboration among them has a great impact on the success of cooperatives. Also, one of the necessary conditions for the success of cooperatives is to achieve patterns, methods, orders, and attitudes that provide all the necessary and possible grounds for estimating the material and spiritual needs of members (ShEgypti, 1989) and (Eghtedari, 2003).

The success of cooperatives depends on paying attention to four basic structures:

1. Economic effort to meet needs
2. Development of economic cooperation at national and international level
3. Promoting the democratic, free, and voluntary participation of the members
4. Improving the level of acceptance of social responsibility among members (Ta Lab, 2005).

In the study of Azkia & Ghaffari, (2004), the causes of failure of rural cooperatives are divided into two categories: external and internal factors. According to him, incorrect credit policies, lack of attention to marketing and insurance of agricultural products, lack of attention to agricultural education, and promotion, assignment of unrelated tasks to cooperatives, incorrect government policy in the formation of cooperatives, and financial poverty of members can be named as major external factors. Within the organization, it is possible to mention centralized decision-

making, which in his opinion, all decisions are made by the officials of the central organization in Tehran without considering the needs, and wishes, and opinions of members and instructions, and in the form of circulars and instructions to units in provinces and cities. It is announced and implemented.

Materials and methods

In this study, the required data at the level of rural cooperatives, production, and agriculture companies, and their managers, including the CEO and the board of directors has been collected through a census of managers among 18 active companies. Data was collected by completing two types of structured questionnaires with open-ended questions. This questionnaire had seven sections including the following:

Individual and professional characteristics, evaluation of success rate, factors affecting the success of rural and agricultural cooperatives, facilities, and institutions, information and educational resources, marketing status (sales), management characteristics (supervision).

To determine the validity of the research tool (questionnaires) using the opinions of supervisors and advisors, and university experts and other experts with experience in rural cooperatives and experts of the Jihad Agricultural Organization and Rural Cooperative Management, necessary corrections were made to Reliability of the research tool, the questionnaire was completed by 30 managers of cooperatives in Kermanshah, where the Cronbach's alpha coefficient was higher than 85%. Data analysis was performed in two, descriptive and inferential parts



and measuring the impact of each of the independent variables on the function (dependent) variable using SPSS software. More about this source resource text required for additional translation information send feedback Side panels.

Findings

Descriptive analysis:

The frequency distribution of the studied board members by gender showed that 76 (88.4%) of them were male and the rest, ie 10 (11.6%) were female. The results show that the average age of board members was about 42 years. Also, their minimum age was 23 years and their maximum age was 63 years and the corresponding standard deviation (9.27) shows the age distribution of the study population.

Also, according to the research results, the amount of investment (shares) of most members of the studied board of directors, ie 34 people (39.5%) between 500 to 100 thousand Rials and the lowest of them, ie 6 people (7%) was 900 thousand to one million. The results of the research show that the highest frequency in terms of education level of board members related to diploma is 58 people (67.4%) and the lowest was related to the two groups of post-diploma and elementary, i.e., 2 people each (2.3%).

Findings from the research on the history of membership of the board members studied in the cooperative showed that the highest frequency in this field was related to more than 10 years (52.3%) and the lowest frequency was related to less than 2 years (3/3). 2%).

Findings from the research on board members' access to computers and the Internet showed that 49 of them (57%) answered yes and 37 (43%) said no.

Surveys on the willingness to reinvest (buy shares) of the board members studied in the cooperative showed that most of them (37 people (43%) willing to invest between 100 to 500 thousand and the least of them is 4 people (4.7%) were willing to invest between 900 thousand or one million.

Rating of evaluations

Evaluate the success rate of cooperatives from the perspective of board members Findings from the research on ranking items related to evaluating the success rate of cooperatives from the perspective of board members studied showed that the items "increase customer and audience satisfaction with the cooperative company" (coefficient = 0.132), respectively. Changes) in the highest rankings and items of "employment creation rate" (change coefficient = 0.208) were in the lowest rankings (Table 1).

Table 1. Ranking of items related to evaluating the success rate of cooperatives from the perspective of board members

index	Mean	standard deviation	coefficient of variation	rank
Increasing the satisfaction of the client and the audience of the cooperative company	4.55	0.60	0.132	1
Increase in the number of members	4.30	0.70	0.163	2
Creating more marketing and sales of manufactured products	4.19	0.76	0.182	3
Capital increase	4.27	0.80	0.188	4
Income increase rate	3.94	0.80	0.203	5
Production increase rate	4.06	0.84	0.205	6
Job creation rate	4.02	0.84	0.208	7

Ranking the factors affecting the success of rural and agricultural cooperatives from the perspective of board members

Findings from the research on the ranking of items related to the factors affecting the success of rural and agricultural cooperatives from the perspective of the

studied board members showed that the items "the degree of authority of the CEO in the company" (0.106 = Coefficient of change) in the highest ranks and items of "satisfaction with the information of agricultural engineers in the company" (0.405 = coefficient of change) were in the lowest ranks (Table 2).

Table 2. Ranking of factors affecting the success of cooperatives from the perspective of board members

index	Mean	standard deviation	coefficient of variation	rank
The degree of authority of the CEO in the company	4.72	0/106	0/5	1
The impact of the education of the CEO in the company	4.74	1/21	0/ 57	2
Impact of the response of the CEO and members of the Board of Directors to the members of the cooperative	4.54	0.66	0.145	3
The extent of the impact of the CEO's previous experience in advancing the company's goals	4.45	0.66	0.148	4
Appropriate marketing rate of agricultural products	4.50	0.70	0.155	5
The ability of the company to manage the company in the forthcoming opportunities	4.53	0.71	0.157	6
The rate of active participation of members in cooperatives is	4.51	0.71	0.158	7
The level of spirit of cooperation between the members is	4.33	0.71	0.164	8
Significance of long-term investment in rural cooperatives	4.08	0.69	0.168	9
Rate of relationship with other cooperatives	4.29	0.73	0.170	10
The level of risk-taking ability of members in helping the cooperative	4.11	0.74	0.179	11
Existence of flexibility in work	4.20	0.77	0.182	12
The amount of economic participation of the members in the cooperative is	4.16	0.80	0.194	13
The level of initiative and innovation ability of the members of the cooperative company	4.12	0.80	0.195	14
The level of interest in the production of agricultural products in the field of the company	4.03	0.79	0.195	15
Motivation to work in the production of agricultural products in the field of the company	4.11	0.83	0.202	16
The extent of the impact of the skills and expertise of the CEO and members of the board of directors in the company	4.20	0.86	0.206	17



The level of belief of members with the philosophy of cooperation in rural cooperatives	3.94	0.83	0.210	18
Appropriate relationship between production and marketing	3.95	0.84	0.212	19
Familiarity of members with the principles of rural cooperatives	3.79	0.86	0.229	20
The level of attention to the opinions of members in rural cooperative companies	3.63	0.95	0.262	21
Rate of benefiting from government credits and facilities in rural cooperative companies	3.17	0.90	0.286	22
The amount of information regarding new technology and innovation (integration of lands and irrigation systems)	3.44	1.09	0.317	23
Benefit of training courses	3.48	1.18	0.339	24
Satisfaction rate of informing agricultural engineers in the company	3.01	1.22	0.405	25

The effect of forming a cooperative company on each of the indicators of facilities, facilities and inputs from the perspective of board members

Findings from the research on the impact of forming a cooperative company on each of the indicators of facilities, facilities and inputs from the perspective of the studied board members showed that the item "the

impact of the company on members' access to the provision and distribution of institutions" Fertilizers, pesticides, seeds, etc.), and agricultural machinery" (coefficient of variation= 0.193) in the highest rank and item" The impact of the cooperative company in improving the housing situation and public facilities and public roads "(coefficient of variation= 0/449) were in the lowest rank (Table 3)

Table 3. The impact of forming a cooperative company on each of the indicators of facilities, facilities and inputs

index	Mean	standard deviation	coefficient of variation	rank
The extent of the company's impact on members' access to the supply and distribution of institutions (fertilizers, pesticides, seeds, etc.) and agricultural machinery	4.46	0.86	0.193	1
The extent of the impact of the cooperative company in receiving low interest facilities and financial aid to members	3.73	1.03	0.276	2
The extent of the cooperative company's impact on improving production methods to help members	3.40	0.96	0.182	3
The extent of the impact of the cooperative company in holding training classes	3.23	1.08	0.334	4
The extent of the impact of the cooperative company on the members' access to the clinic and medical assistance	2.70	1.21	0.448	5
The extent of the impact of the cooperative company in improving the housing situation and public facilities and public roads	2.72	1.22	0.449	6

The effect of each information source in obtaining information about rural and agricultural production cooperatives from the perspective of board members

Findings from the research on the impact of each of the information sources in obtaining information about rural and

agricultural production cooperatives from the perspective of the studied board members showed that the item "experts of rural and agricultural cooperatives and livestock, respectively. "In the highest rank and the item" Friends or (informed people) "were in the lowest rank (Table 4).

Table 4. The effect of each information source in obtaining information about cooperatives from the perspective of board members

index	Mean	standard deviation	coefficient of variation	rank
Experts of Rural, Agricultural and Livestock Cooperative Company	4.68	0.60	0.127	1
Radio - Television - and Internet	4.22	0.77	0.183	2
Newspapers - Agricultural Magazines and Books	3.54	1.12	0.316	3
Agricultural promoters and agricultural management of the city	3.76	1.21	0.322	4
Communication with academic members of universities	3.04	1.40	0.461	5
Friends or (informed people)	2.87	1.36	0.474	6

The extent of the impact of the cooperative on marketing and sales of products from the perspective of board members

Findings from the research on the impact of the cooperative on marketing and sales of products from the perspective of the members of the board of directors showed

that the statement "the impact of the cooperative on the regulation of packaging, warehousing, storage and transportation, respectively. Markets for members "in the highest rank and item" the impact of the cooperative in creating the market and finding a new market "were in the lowest rank (Table 5).

Table 5. The impact of cooperatives on marketing and sales of products from the perspective of board members

index	Mean	standard deviation	coefficient of variation	rank
The extent of the impact of the cooperative company in regulating packaging, warehousing, storage and transportation based on the market for members	4.54	0.68	0.149	1
The extent of the impact of the cooperative in determining the appropriate time of purchase and sale and regulation of cultivation based on the market for members	4.27	0.82	0.191	2
The effect of cooperative company in informing farmers about the market and eliminating intermediaries for members 4/3/03/206/03	4.03	0.83	0.206	3
The effect of the cooperative company in marketing training and pricing for members	4.11	0.86	0.208	4
The extent of the impact of the cooperative company in creating a market and finding a new market	3.91	0.92	0.235	5

Ranking of management-monitoring indicators from the perspective of board members

The results of the research on the ranking of management-regulatory indicators from the perspective of the members of the board of directors studied showed that the items "to what extent are you willing to

participate in the general meetings of the cooperative" and "to what extent in the company's affairs, respectively" Have you commented or criticized "in the highest rankings and statements" to what extent the cooperative has played a key role in insuring members' products "and" to what extent the cooperative has been effective in increasing irrigation efficiency and



preventing water loss?, are "in the lowest rankings (Table 6).

Table 6. Ranking of management-monitoring indicators from the perspective of board members

index	Mean	standard deviation	coefficient of variation	rank
How much do you want to participate in the general meetings of the cooperative company?	4.58	0.50	0.108	1
To what extent have you commented or criticized the company's affairs?	4.53	0.60	0.134	2
To what extent are you present in the election of the members of the board of directors of the Rural Cooperative Company?	4.50	0.61	0.135	3
To what extent have you been actively involved in advancing the programs of the cooperative company?	4.51	0.63	0.139	4
How much supervision and control do you have over the decisions of the board of directors?	4.54	0.64	0.141	5
To what extent has the cooperative been effective in constructing communication routes between farms?	3.20	1.19	0.373	6
To what extent has the cooperative played a key role in solving the financial, technical, personal and social problems of its members?	3	1.13	0.379	7
To what extent has the cooperative facilitated the administrative relations of the members with other government bodies?	2.96	1.13	0.381	8
To what extent has the cooperative been effective in integrating your lands?	2.69	1.14	0.425	9
To what extent has the cooperative been effective in increasing irrigation efficiency and preventing water loss?	2.72	1.17	0.431	10
To what extent has the cooperative played a key role in insuring the products of its members?	2.52	1.31	0.521	11

Factor analysis of factors affecting the success of cooperatives

The results of factor analysis of factors affecting the success of cooperatives also showed that from the perspective of board members of cooperatives, five factors whose specific value was greater than one were extracted, which according to the specific amount of extracted factors, "economic" factor. With a specific value of 4.76, it has the largest share in explaining the variables. After that, personality, socio-cultural, managerial and educational factors were included and the above five factors together explained about 56.56% of the total variance. But the findings of this test in the statistical community of members of cooperatives showed that five factors with a specific

value greater than one were extracted and socio-cultural with a specific value of 4.36 had the largest share in explaining the variables and after It also included economic, personality, educational and managerial factors that explained the above five factors in total about 65.88% of the total variance. As can be seen, from the point of view of the board members, the economic factor was the most important factor, followed by the personality factor. In order to reduce the number of variables related to the factors affecting the success of cooperatives to fewer factors and to determine the share of each factor, factor analysis was used. For this purpose, 25 variables were analyzed and the calculations showed that the KMO value is equal to 0.850 and the Bartlett value is 1909.758, which is at the level of 99%

significance. This indicates that the correlation of the entered variables is appropriate for factor analysis. In order to classify the factors, the eigenvalue criterion was used and factors whose eigenvalue was greater than one were considered. The extracted factors along with their specific value, percentage of

variance and percentage of cumulative variance are as described in Table (7).

Findings of this section in line with the research of Carlo and Aso Kaites (2000), Safari Shali (2001), Aghajani Varzaneh (2001), Ansari (2002), Shirzadi (2003), Talib (2005), Shaban Ali Fami et al. (2006), Amini and Ramezani (2006), Ivani (2007) and Murad Nejadi et al. (2007).

Table 7. Extracted factors with eigenvalue, percentage of variance and% of their cumulative variance

Factors	Eigenvalue value	Percentage of variance	Percentage of cumulative variance
First	4.76	19.04	19.04
Second	3.84	15.39	34.43
Third	3.69	14.87	49.22
Fourth	3.41	13.67	62.89
Fifth	3.16	12.66	75.57

In this way, five factors with a specific value greater than one were extracted (Table 8). that according to the specific value of the extracted factors, the "economic" factor with a specific value of 4.76 has the largest share in explaining the variables. Then there is the "personality" factor with a specific value of 3.84, the "socio-cultural" factor with a specific value of 3.69, the "managerial" factor with a specific value of 3.41 and the "educational" factor with a specific value of 3.16. The above five factors together

explain about 75.56% of the total variance, which indicates the high percentage of variance explained by these factors. In addition, the position of the variables in the factors, assuming that variables with a factor load greater than 0.5 are located, after rotating the factors by Verimx method and naming the factors as described in Table (8). After rotation (Verimx) 2 variables were removed from the analysis due to low factor load (less than 0.5) and as a result their correlation with other variables was not significant.



Table 8. Variables related to each of the factors and the amount of coefficients obtained from the rotated matrix

name of Factor	variables	Amount of coefficients
Economic factor	The rate of proper relationship between production and marketing	0.546
	The amount of economic participation of members in cooperatives	0.819
	Appropriate marketing rate of agricultural products	0.610
	The rate of benefiting from government credits and facilities in rural cooperatives	is 0.673
	Significance of long-term investment in rural cooperatives	0.820
Personality factor	The level of interest in the production of agricultural products in the field of the company	0.776
	The degree of flexibility in work	0.694
	The ability of members to take risks in helping the cooperative	0.848
	Motivation to work in agricultural production in the field of the company	0.762
	The level of initiative and innovation of the members of the cooperative company	0.533
Socio-cultural factor	The level of familiarity of members with the principles of rural cooperatives	0.754
	The rate of active participation of members in cooperatives	0.842
	The level of attention to the opinions of members in rural cooperatives	0.610
	The level of belief of members with the philosophy of cooperation in rural cooperatives	0.537
	The level of cooperation between members	0.565
Managing factor	The rate of relationship with other cooperatives	0.623
	The impact of the response of the CEO and board members to cooperative members	0.737
	The level of authority of the CEO in the company	0.739
	The rate of relationship with other cooperatives	0.623
	Managing factor The impact of the response of the CEO and board members to cooperative members	0.737
	The level of authority of the CEO in the company	0.739
	The effect of the skills and expertise of the CEO and members of the board in the company	0.650
The effect of the CEO's previous experience in advancing the company's goals	0.568	
Educational factor	The rate of benefiting from training courses	0.818
	The impact of CEO education in the company	0.828
	Information on new technology and innovation (land integration and irrigation systems)	0.821

Regression of factors affecting the success of cooperatives from the perspective of board members

In order to examine the factors affecting the success of cooperatives from the perspective of board members, stepwise regression was used. The results obtained

in Table (9) show that in the first step the variable "economic factors" entered the equation. The value of correlation coefficient Multiple (R) was equal to 0.773 and the coefficient of determination was equal to 0.598. In the second step, the variable "socio-cultural factors" entered the equation. This variable increased the

multiple correlation coefficients to 0.798 and the determination coefficient to 0.637. In the third and last step, the variable "personality factors" was entered into the equation.

This variable increased the multiple correlation coefficients to 0.816 and the value of the determination coefficient to 0.666.

Table 9. Multiple regressions to examine the factors affecting the success of cooperatives from the perspective of board members

Step	variable	Correlation coefficient R	Determination coefficient R2
1	Economic factors	0.773	0.598
2	Socio-cultural factors	0.798	0.637
3	Personality factors	0.816	0.666

Table 10. The amount of impact of factors affecting the success of cooperatives from the perspective of board members

Variables	Non-standardized coefficient variable B	Standardized coefficient Beta	T	sig
Fixed coefficient	0.027	-	0.011	0.991
Economic factors	0.649	0.488	4.011	0.000
Socio-cultural factors	0.840	0.190	3.011	0.003
Personality factors	0.486	0.321	2.641	0.10

According to the explanations provided above and the results of Table (10), the linear equation obtained from the regression is as follows:

$$Y = 0.027 + 0.649X_1 + 0.840X_2 + 0.486X_3$$

Where in:

Y: Success of cooperatives; X1: Economic factors; X2: Socio-cultural factors; X3: Personality factors.

Conclusion

According to the research findings on the existence of a positive, direct and indirect relationship between cultural, cultural, social, personality, managerial and economic factors with the success of rural cooperatives and agricultural production and analysis and measurement of direct and indirect effects of factors affecting success, average comparison And

determining the needs in these cooperatives (rural cooperatives and production and agriculture cooperatives of Idmo city) are necessary. Demands and perceptions about what should be and determined through public and professional opinions of cooperative members, as priorities needed for reform. And to be considered in order to achieve the necessary attitudes to meet the material and spiritual needs of cooperatives and their greater success.

Therefore, according to the research findings and in order to decide in order to meet the needs, the following suggestions are presented:

- 1- Creating, developing and strengthening IT infrastructures and providing members with permanent access to these technologies. Necessary measures should be taken. In addition,



- necessary measures should be taken to provide the necessary training in the field of information technology and to develop the skills of managers and members in this field. Also, providing the necessary conditions for success and entrepreneurial ability; Material and spiritual support of successful managers and entrepreneurs of cooperatives.
- 2- Empowering cooperatives in terms of improving and meeting the technical, perceptual and skills needs of managers and employees and paying attention to the development of human resources in this sector. In addition, creating a cooperative culture, institutionalizing cooperative activities, and encouraging all social groups through briefings-extension sessions with the presence of leaders of all social classes and officials, including imams and members of the village Islamic council, and other segments of rural society.
 - 3- Considering the high average age of the members of the studied cooperatives, providing the background and participation of rural youth and especially agricultural graduates in these cooperatives. Also, training the managers of these cooperatives on familiarity with the methods of economic analysis and evaluation and project management in order to participate in non-agricultural activities such as the construction of processing industries and food production, warehousing ect.
 - 4- Continuous and appropriate communication between the managers of cooperative companies and agricultural research centers, agricultural jihad in order to receive research achievements and current issues in the agricultural sector.
 - 5- According to the government's policy in the field of privatization, it is suggested that in assigning various plans and projects, try to give priority to rural and agricultural cooperatives.
 - 6- To create information bases in the field of various financial information, prices, stock exchanges, active companies and other useful information required by rural and agricultural cooperatives in order to facilitate the access of managers to this information, the field of interaction and communication. Provide appropriate between individuals and companies.
 - 7- In order for these cooperatives to obtain appropriate facilities, in addition to establishing private funds and credit financial institutions that are dedicated to providing services to cooperatives, state-owned banks have also reduced their bureaucracy and provided facilities that have a long repayment period. Repay it should start at least from the time of profitability of the production unit. Also, in order to facilitate the access of rural and agricultural cooperatives, less strictness should be obtained in obtaining collateral or finding a replacement for it.

- 8- Utilizing successful experiences in cooperatives of other sectors and using these experiences by adapting them to the special conditions of rural and agricultural cooperatives. In order to improve their performance and structure, agricultural production cooperatives, in addition to using modern production methods, also use experienced and specialized manpower - with education and expertise related to agriculture - so that cooperatives are outside their traditional structure. And be able to improve their financial and economic structure.

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