

*Full Length Research Paper*

# Supporting the entrepreneurship development in the agriculture production cooperatives

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The purpose of this study was to recognize the supporting mechanisms for entrepreneurship development in agriculture production cooperatives. It is an applicatory and investigational study. The statistical population is 492 managing directors of Khuzestan agriculture production cooperatives; by a multi-stage sampling, 101 cooperatives were selected. Questionnaire was the data compilation instrument. Results showed that intersectional relationship for developing the entrepreneurship is the first priority of cooperation sectors, other priorities are arranging governmental essential instructions for supporting and developing the entrepreneurship, creating supportive networks for the sectors entrepreneurs, establishing centers for developing the entrepreneurship in the cooperation sector, and identifying and resolving the structural barriers and limitations of entrepreneurship development in the cooperation sector. Factor analysis was used to analyze and categorize these strategies; five factors, which are the financial (18.84%), researching (17.19%), organizational (17.1%), informational (14.43%), and training supports (12.85%), clarify about 80.41% of the variance related to the supportive strategies for agriculture production cooperatives in developing the entrepreneurship.

**Key words:** Entrepreneurship, agriculture production cooperatives, supportive policies.

## INTRODUCTION

For more than 150 years, the co-operatives have operated across the world. Based on their vast experience, they continue to develop in most sectors, such as consumer, banking, agriculture and service provision, not to mention sport and culture. They remain an economic and social reality wherever they operate. Far from having passed their "sell-by" date, they are responding to market needs and demands. Moreover, they are also meeting the new and unsatisfied needs of the people. Moreover, this is their strong point (Skurnik, 2002).

Entrepreneurship is the process of creating value through establishing a unique assembly of resources in order to exploit the opportunities (Moghimi, 2003).

Entrepreneurship is considered as an economical development engine in the competitive market based economy accompanied with the speedy changes and revolutions, which can develop the countries' economy, increase the productivity, provide jobs, and cause social welfare (Milton-kelly, 2003).

How difficult is it for cooperatives in developing countries to develop entrepreneurial skills? From the point of view of economic organization theory, cooperatives are likely to be confronted with several obstacles in this process. First, due to its multiple owners and purposes, the entrepreneurial function within a cooperative tends to be less clearly allocated than in an investor-owned firm. Moreover, members have a greater incentive to devote time to private entrepreneurial tasks on their own firms, since the returns to entrepreneurial efforts at the cooperative level will always be distributed among the group. Second, capital accumulation tends to be a problem in cooperatives, because dividends have to

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be paid to a large number of members. Capital constraints could mean that wages offered to managers are not high enough to attract the most entrepreneurial ones (Potter and Scully, 1987).

Over the last decades, a broad consensus has emerged among the international development community, that a strong private sector is key to ensuring sustainable economic development, employment generation and competitiveness. A number of developing countries have begun to adopt policies reducing the role of the state in the economy in favour of more market-based systems. This has been supported to varying degrees by a series of reforms meant to improve macroeconomic stability, promote more predictable and business-friendly legal and regulatory environments, and increase investments in public infrastructure and education. In the framework of such strategies that is aimed to support private sector development and improve national competitiveness, targeted measures have been increasingly implemented in order to accelerate entrepreneurial activity rates (OECD, 2011).

Establishment and activating the cooperatives and developing the entrepreneurial activities, according to the unbalanced distribution of income from the country's economical growth, is a suitable solution for developing the entrepreneurial activities and the social justice realization (Jafarzadeh and Bazargan, 2005). In addition to provide employment, cooperatives are good for public collaboration and creativity and innovation development in order to realize the economical and social justice; because of this, cooperatives can be useful in providing work possibilities and situations for all to achieve full employment, providing equipments for capable, but without work equipment people, preventing the individuals and specific groups from handling the wealth in order to the social justice, preventing the government from being the major employer, giving the management, capital, and the gained profit to the labor as well as encouraging them and using the work products directly, stopping the monopoly, hoarding, inflation and damaging others, and etc. (Cheraghali, 2005).

The cooperative sector would be the largest sector in cooperative economy. The cooperative sector is divided into three main sub sectors, that is, cooperatively-run businesses, a range of community-based organizations and Households (Bijman and van Dijk, 2009). There are no doubts that governments should create different types of support institutions:

1. To provide information on regulations, standards, taxation and customs duties on marketing issues.
2. To advise on business planning, marketing and accountancy, quality control and assurance.
3. To create incubator units providing the space and infrastructure for business beginners and innovative companies, and helping them to solve
4. technological problems, and to search for know-how

and promote innovation, and To help in looking for partners. In order to stimulate entrepreneurship and improve the business environment for small enterprises (Einstein College of Engineering, 2011).

This study purpose was to evaluating the supportive strategies for the entrepreneurship development in the agriculture production cooperatives. Obviously, if cooperatives, financially and commercially, have the positive output for the society, there will be positive economical influences on both the national economy and their own members. According to the emphasizes of the fourth program of the country's development about the entrepreneurship productivity, development, and reinforcement in the cooperation sector, basics are ready to realize this important substance and the basis (a 25% impact on the national economy until the 2025 perspective) is, also, provided for the cooperation sector outputs conformity (Kabiri, 2005). Legally, a glance on the fourth development programs document, ministry of cooperation's development document in the 2025 perspective cooperation law, and such things indicates the importance of entrepreneurial issues in the cooperation sector. The necessity of identifying supportive strategies for entrepreneurship in the production cooperatives is a significant step for resolving the problems and is extremely necessary according to the importance of the agriculture sector in the province and that its growth is a foundation for the development objectives achievement, the unemployment problem in the province and in the agriculture sector, cooperation ability for being a good structure for employment, and the nature of entrepreneurship which can be a strategy for making job opportunities. Results related to the tendency of cooperatives to develop entrepreneurship, showed that not all companies need an entrepreneurial cooperative. Some of them do their business effectively and with a proper programming, but some other ones need a shock and creativity especially, if they work in eventful environments with sudden changes because such environments are unpredictable and their planning is ambiguous (Valentinov, 2007). Self-confidence, risking, development motivation, creativity, etc. are the entrepreneurship characteristics in cooperatives, and in spite of the environmental problems, it is desired that the activity barriers will be removed, but some experts believe that the direct and indirect governmental supports are the main factor for the success of entrepreneurs in the cooperative sectors of the developing countries (Luc and Taieb, 2003). Some believe that for improving the capability, government should pay attention to the cash shortage and the entrepreneurship invests in the cooperative sector and solve this problem in a right way. Most of the experts recommend consulting and training programs of the government for creating capability among the cooperative sectors' entrepreneurs and leading them in the direction of entrepreneurship. But,

some other experts believe that direct governmental supports as financial supports such as long-term loans with low interest are necessary for developing the entrepreneurship in the cooperative sector (Hisrich and Peters, 2002). Also, some experts believe that the role of the government is not limited in financial supports; proper educational and cultural policies and facilitating and approving the regulations related to business are necessary for developing and preparing entrepreneurial forces (Shinn, 2000). Empirical studies showed that inexpensive governmental loans either cause interfacial firms establishment which are not actually existed or weak firms establishment which are generally unable to continue their activity; additionally, paying long-term loans with low interest and providing investment insurance credits by the government based on the lack of effort for improving the public knowledge about the entrepreneurs' talents and capabilities in social-economical issues, is wasting the resources (Pearce, 2003). Reviewing the entrepreneurship policies in various countries, we can see that the progressing factors for entrepreneurship in these countries are consulting services, technology, informational supports, intersectional links, making scientific capacities, loan and credits, and training (Milton-Kelly, 2003).

There are crucial challenges for each of the three sectors. For agricultural cooperatives in developing countries, one of the main issues is how to deal with the inevitable tension between engaging in new entrepreneurial relations while also remaining an organization that is truly controlled by, and works for the benefit of, its members. The experience of cooperatives in the Netherlands suggests that when managers become more autonomous, they gain some entrepreneurial freedom (essential to adapt to new market situations) but at the expense of loss of direct influence of the members on the business. Professionalization and internationalization of cooperatives may result, unintentionally, in the exclusion of their more vulnerable (and less competitive) members. The risk that cooperatives undertaking governance changes towards more entrepreneurial settings drift away from the interests of their members is also present in developing countries. On the other hand, is a board of directors that consists of small farmers (normally with limited education and access to information) capable to deal with the rising challenges of dynamic agri-business? The ability to solve this apparent contradiction between efficiency and equity, (Bernard and Spielman, 2009) and to find the right trade-off between a business orientation and the promise of social inclusion are among the key features that make the cooperative's entrepreneur unique.

One of the key challenges for the development sector is how to adopt also a more business-oriented vision without becoming part of the mainstream business (keeping its identity). For instance, what difference does it make when a development agency becomes an investor?

Is it only that it is more willing to bear higher risks if the business is expected to be more inclusive?

According to the researches done about rural cooperatives establishment in various countries, the consequences of the entrepreneurship development in the agriculture production cooperatives are local level employment, income rising, industrial and commercial efficiencies development and geographical distribution of the markets (Courtney, 2002), preventing the production price rising (Hisrich and Peters, 2002), reduction of the production costs agriculture sector development, optimal good and service distribution, communication of city and village, industry and agriculture plus producer and consumer, agricultural development and mobilization, justly resource allocation, making variety in the rural economy, doing necessities for increasing the villagers wealth, and facilitating the industrial production goods distribution (Kabiri, 2005). While the performance of the production cooperatives plays a direct role in the production process and agriculture development and the cooperative progress cause the agriculture development, factors such as production capability, marketing, service necessary providence, social development, health, and income are effective in increasing the agriculture production cooperatives share (Thompson, 2002). Evaluating the production cooperatives in Turkey, research and training weakness are the most important problems of this producing system which need reinforcement (Hisrich and Peters, 2002). Other studies confirm this issue; cooperative research center of Wisconsin university identified the cooperatives members weak training for facing new technology and their compatibility with it as the most important barriers for the cooperatives growth (Shinn, 2000). Evaluating the possibility of entrepreneurship in the cooperatives, the most important limiting factors for the entrepreneurship in the cooperatives are poverty of rural regions, inequality inside the rural society, rural migration, villages' evacuation, damage taking of the rural population, unemployment and the employment issue in the rural regions, privation in the rural regions, and abnormality of the settlement system of villages (Novkovic, 2008). The most important problem for developing entrepreneurial activities in the agriculture production cooperatives is creating the continuous learning culture which is a continuous updating of skills and knowledge specially on the subject of commercial affairs and entrepreneurship training. Based on this culture, no one should be limited to his/her current knowledge (Bijman and van Dijk, 2009). Analyzing the various supportive services for entrepreneurship showed that all supportive services were not financial, and services such as consulting, training, and general and professional information are included (Ahmad Poor, 2002). Some experts believe that supportive services programs objectives are the entrepreneurs' awareness of economical knowledge, financial resources rising for little businesses, rising the little and medium businesses accessibility

**Table 1.** Overall titles of supportive policies and activities for cooperatives.

Support	Description
Financial supports	Financial supports for improving products` quality, applicatory researches, increasing the productivity, establishing units in the poor regions, research and development centers, fulfilling the cash needs, buying inputs, exporting the productions, and for development
Legal supports	Supporting the business improvement and modifying the related regulations; supporting the technology and E-commerce development, executing the regulation of the definite activities` implementation methods; legal supports for developing industrial branches, complexes and corporations; tax exemption for new corporations; legal supports for making export opportunities.
Educational supports	Management levels` educations; trainings related to production and services standardization ;trainings related to the qualitative control of the productions, trainings related to principals for administrating a corporation ;marketing and exports educations; trainings related to the methods of providing assets; financial and commercial regulations education; trainings related to human resources corporation; trainings for creating
Consulting supports	Managerial, financial, commercial, marketing, and official consulting services
Informing supports	Commercial, managerial technical, and cultural informing services
Technological supports	Introducing new technologies to corporations

to modern technology, accelerating the new workplace construction for businesses, and developing ways for communicating with businesses (Valentinov, 2007). In general, reinforcing the amenities and credits for education, creating the inform network, making business opportunities based on the knowledge for entrepreneurs, and reinforcing the NGOs are policies and acts which the government can carry out for supporting the entrepreneurship (Moghimi and Poordariani, 2008). On the other hand, it should be considered that there was no institute for developing the entrepreneurship in the agriculture or rural cooperatives in Iran. If the entrepreneurship development becomes the priority of the government policymaking, private sector will have a good opportunity to join this process and, by educational, consulting, investigational, and promotional services, can have an effective role in the entrepreneurship development. In Table (1) have been classified Summary of supportive policy for entrepreneurship development in cooperatives.

Cooperatives` formation and activity process and leading the new corporations to the capability situation of working in a business environment can ensure the employment and the entrepreneurship development. Supportive policies and activities need these three factors: productions and services quality improvement, innovation in providing new productions, and productions and services presentations methods` improvement (Jahangiri, 2003). In addition, according to the successful countries experiences, management methods enhancement, competence ability improvement, constructional

agreements development, regarding the acceptable standards for productions and services, human resources professional level perfection, creating cooperative branches, manifestation of the relative advantages condition taking a suitable share from the local and foreign markets, and the ability to make additional value in the active corporations involved with the business environment are necessary to complete the production chain and eliminating the lost links (Iqhbali, 2007). Given that the risks are in the direction of the new corporations, supportive policies and activities should be essentially effective. Overall titles of supportive policies and activities for cooperatives, especially at the first years of the corporations` activity are financial, legal, educational, consulting, informing and technological supports (Eskandari, 2007).

Although, the country's agriculture production cooperatives have different environmental and activity conditions, we can reach to the totalized supportive policies by evaluating the various supports available in our country and the other countries` experiences. We, hopefully, wish that the results of this study created a center of attention for the planners and policy makers of the agriculture sector.

## MATERIALS AND METHODS

This is an applied and non-experimental (descriptive) research. The methodology of this research is survey. The statistical population of this study are all the directors board in Khuzestan agriculture production cooperatives. There are 494 active cooperatives in the

province. To determine the sample volume, by a pretest, the director board members of Khuzestan agriculture production cooperatives completed 30 questionnaires and the populations' variance was estimated. Using Cochran formula, the number of desired samples was 101 persons. Sample selection, based on the geographical location of the cities and a random selection from each region (north, south, east, and west), was carried out by a multistep sampling in Ahwaz, Dezful, Behbahan, Ramhormoz, and Abadan; an appropriate number of managing directors were selected from each city. The study's main instrument was a questionnaire having three (3) parts of personal and professional characteristics of the managing directors, cooperatives' characteristics, and supporting the entrepreneurship development. Face and content validity of the questionnaire were evaluated by experts familiar with the subject (some faculties of Tehran University, Ministry of cooperation's experts, and Khuzestan cooperation organization specialists). Reliability of the questionnaire was calculated by a pre-test and Cronbach alpha coefficient for each part of the questionnaire; Cronbach coefficient was more than 0.82 for all parts of the questionnaire, which was a high reliability for its various sections.

## RESULTS

### Personal and professional characteristics of the respondents

Evaluating the Personal characteristics of the agriculture production cooperatives' managing directors, 92.1 and 95% of the respondents were male and married, respectively. Studying the respondents' age, they were averagely 40.8; the most frequent was between 30 and 40 years old (55.4%). Considering the educational level of respondents, 24.8% of the respondents had an uncompleted diploma or diploma degree, 60.4% were bachelors, and 3% had the MS and higher degrees. Evaluating their field of study and its branches, 33.7% of the respondents were bachelors of culturing and 11.9% had diploma degree in experimental sciences.

Work experience measurement showed that they averagely had 8.24 years of work experience; the most frequent was less than 5 years. Income's average rate of the respondents from cooperatives evaluation indicated that they earn \$412 per month.

### Cooperatives characteristics

Results showed that 80.2% of the studied cooperatives were agriculture production cooperatives, 5.9% were fish ones, 4% were service ones, 3% were fattening ones, and 4% were production – distributional ones. These cooperatives' evaluation shows that most of them were functioning in the field of agricultural productions culturing. Studying the number of cooperatives' members, they had an average number of 423 members, the maximum and minimum number of members were 2500 and 6, respectively. However, the most frequent is between 100 and 300 members (36.6%). Based on the results of evaluating the female members of

cooperatives, 54 cooperatives had not any female member; the average number of women was 19.35, the maximum and minimum numbers of members were 200 and zero, respectively. The most frequent was less than 10 members (21.6%). Studying the year of establishment which is classified in four groups, most cooperatives have established between 1996 and 2005 (49.5%) and only 11 cooperatives have been established during the last five years.

### Supporting the entrepreneurship

Table (2) priority supportive policies of entrepreneurship in production cooperatives have been explored. Results about the needed supports for entrepreneurship development in the agriculture production cooperatives showed that intersectional collaborations are the first priority for developing the entrepreneurship in the cooperation sector and the other priorities are the governmental essential instructions for supporting and developing the entrepreneurship in the cooperation sector, creating supportive networks for the sectors entrepreneurs, establishing centers for developing the entrepreneurship in the cooperation sector, and identifying and resolving the structural barriers and limitations of entrepreneurship development in the cooperation sector, the last priorities are the entrepreneurial associations and assemblies establishment, researches for finding the problems in the entrepreneurial units of the cooperatives, and using the entrepreneurs for training the entrepreneurship to the villagers.

Factor analysis was used to evaluate the supportive strategies for entrepreneurship development in the cooperative sector. In this regard and to ensure the data consistency, KMO coefficient (0.679) and Bartlett Test (270.19) were used for the factor analysis. Results showed that the data was appropriate for analysis. The results are shown in Tables (3) and (4).

Results of the factor analysis of suitable supports for developing the agriculture production cooperatives explains five factors, about 80.41% of the effective factors. First factor with an eigenvalue of 3.97 explains about 18.84% of the effective factors: This factor titled the financial factor points out the weakness of the agriculture production cooperatives in developing the entrepreneurship. Thus, financial credits and loans plus facilitations should be considered in this issue. Credits issue is one of the most important issues of the agriculture production cooperatives in which the distribution and exploitation of the credits should be done watchfully and precisely. According to the rapid growth of the rural population and the agricultural productions' specialization, the demand for financial services is increasing on a daily basis so the villagers' financial situation improvement is necessary to support the agriculture development, efficiently. Production cooperatives, according to the positive effect of credits are the credit accessibility channel of the

**Table 2.** Respondent's distribution based on the on the supports for entrepreneurship development.

Item	Mean	S.D	C.V	Rank
Intersectional collaborations for developing the entrepreneurship in the cooperation sector	3.7	0.75	0.203	1
Governmental essential instructions for supporting and developing the entrepreneurship in the cooperation sector	3.9	0.88	0.224	2
Creating supportive networks for the sectors entrepreneurs	3.8	0.86	0.229	3
Establishing centers for developing the entrepreneurship in the cooperation sector	3.6	0.83	0.230	4
Identifying and resolving the structural barriers and limitations of entrepreneurship development in the cooperation sector	4	0.98	0.247	5
Preparing suitable indicators for ranking the entrepreneurial activities and institutions in the cooperation sector	3.5	0.88	0.254	6
Facilitating the entrepreneurs` abroad communications	3.4	0.87	0.257	7
Objectification of governmental supports for the cooperation sectors entrepreneurs	4	1.07	0.268	8
Modifying the marketing system of productions and services provided by the cooperation sectors entrepreneurs	3.7	1.01	0.276	9
Successful entrepreneurs` Selection and appreciation	3.6	1.03	0.284	10
Identifying organizations and corporations related to entrepreneurs` field of work	3.6	1.03	0.285	11
Bank credits and special amenities for entrepreneurs	4	1.17	0.290	12
Research centers and stations` communications with entrepreneurs	3.6	1.04	0.292	13
Facilitating and counseling to provide the needed financial resources for the entrepreneurs	4	1.16	0.294	14
Network communications between the cooperative sectors entrepreneurs	3.5	1.03	0.299	15.5
Organizing the activities of the cooperative sectors entrepreneurs	3.6	1.08	0.299	15.5
Designing and developing informing systems for cooperative sectors entrepreneurs	3.4	1.02	0.302	17.5
Identifying the cooperation fields` entrepreneurs and determining the existing capabilities in the cooperative sector	3.4	1.03	0.302	17.5
Evaluating the needs and problems of the active cooperative sectors entrepreneurs	3.5	0.1	0.312	19
Facilitating the legal process of entrepreneurial corporations` registration	3.6	1.14	0.319	20
Collecting and using the entrepreneurial experiences in the cooperative sector	3.5	1.16	0.335	21
Editing a registration system and preserving the intellectual possession of Ideas and innovations in the cooperative sector	3.5	1.21	0.344	22
Expanding the entrepreneurs` relation and cooperation with the universities and research centers	3.2	1.11	0.345	23
Educational and consulting services in special fields needed for entrepreneurs	3.6	1.29	0.355	24
Consulting managerial services(management, marketing ,accounting ,and etc) for entrepreneurs	3.5	1.26	0.358	25
Developing the Information and Communication Technology (ICT) to provide services for entrepreneurs	3.3	1.19	0.364	26
Using the entrepreneurs for training the entrepreneurship to the villagers.	3.3	1.25	0.385	27
Researches for finding the problems in the entrepreneurial units of the cooperatives	3.2	1.24	0.389	28
Entrepreneurial associations and assemblies establishment	2.8	1.13	0.408	29

**Table 3.** Extracted factors with Eigen value, variance percent and cumulative variance percent.

Factors	Eigenvalue	Variance percent	Cumulative percent
1st	3.97	18.84	18.84
2nd	3.61	17.79	36.03
3rd	3.59	17.1	53.13
4th	3.03	14.43	67.56
5th	2.69	12.58	80.41

producers and, by allocating the needed credits for the farmers, help them to provide and use the modern

technology and lead agriculture towards development. So, providing credits for such organizations should be

**Table 4.** Variables related to each coefficient, coefficient rate gained through rotational matrix.

Factor	Item	Coefficient rate
Financial	Bank credits and special amenities for entrepreneurs	0.764
	Facilitating and counseling to provide the needed financial resources for the entrepreneurs	0.841
Investigational	Researches for finding the problems in the entrepreneurial units of the cooperatives	0.764
	Establishing centers for developing the entrepreneurship in the cooperation sector	0.774
	Expanding the entrepreneurs' relation and cooperation with the universities and research centers	0.657
Organizational	Creating supportive networks for the sector's entrepreneurs	0.913
	Identifying organizations and corporations related to entrepreneurs' field of work	0.845
	Entrepreneurial associations and assemblies establishment	0.738
	Establishing centers for developing the entrepreneurship in the cooperation sector	0.789
Informational	Developing the Information and Communication Technology ( ICT) to provide services for entrepreneurs	0.791
	Designing and developing informing systems for cooperative sectors entrepreneurs	0.675
	Network communications between the cooperative sectors entrepreneurs	0.723
Educational	Consulting managerial services (management, marketing, accounting, and etc.) for entrepreneurs	0.883
	Educational and consulting services in special fields needed for entrepreneurs	0.725

discussed as a priority. Confirming this, the social management and organizing center of Sidney University considers the capital limitation as the most important problem of the world's agriculture cooperatives.

The second factor named investigational factor explains about 17.19% of the variance related to the factors. This factor points out that accomplishing entrepreneurial researches is not possible for the agriculture production cooperatives and investigational supports are needed. This can be realized by establishing centers for developing cooperation in the province, and facilitating the research process in the agriculture production cooperatives by creating suitable communicational structures.

The third factor titled organizational factor explains about 17.1% of the variance related to the factors. This factor points out that, there is no sufficient organizations and structures for supporting the entrepreneurship in agriculture production cooperatives, so needed organizations with flexible structures should be established, and by making supportive network and entrepreneurial associations, the process of the entrepreneurship development in agriculture production cooperatives should also be accelerated. For keeping the production cooperatives powerful, the principals are self-enthusiasm and self-running. While, the governmental contributions are good enough, a positive organizational relation between the government and production cooperatives will help the cooperatives' success. Although, the

governmental supports seem to have a necessary role at the beginning of establishment, this role should be reduced and in long-term, turn into governmental indirect contributions; if not, the production cooperatives' dependence on government would not be reduced and members would not understand the concept and philosophy of cooperation. However, according to the production cooperatives' role in accelerating the agriculture development, the governmental support, without intervention in the managerial process, is necessary. Thus, the organizational development is one of the necessities for developing the entrepreneurship in the production cooperatives. Generally, the effects of organizational supports for entrepreneurship causing the entrepreneurs' development and reinforcement and its clear effects on various societies are creating job opportunities, making financial and credit services, making capabilities, and creating local, regional, and global networks.

The fourth factor named informational factor explains about 14.43% of the variance of the effective factors. This factor points out the weakness of information related to entrepreneurship in the production cooperatives. Therefore, creating appropriate structures for informing the agriculture production cooperatives is necessary; this structure can be based on the ICT development.

The fifth factor named educational factor explains about 12.85% of the variance of the effective factors. This factor points out the encouragement and introduction of

superior entrepreneurs, developing and using the successful entrepreneurs' experiences. In the rural societies, the low level of members' knowledge and special information is one of the problems of the production cooperatives growth. To remove the barriers of the cooperatives development and growth in the rural societies, training as one of the cooperatives' principals is necessary. Awareness of the cooperative's objectives is an effective factor for improving the cooperatives role and function. Increasing the awareness of cooperative's objectives lead to the improvement of human forces exploitation, so the cooperative objectives must be clear because ambiguous objectives do not make any effort for exploitation and human forces' and lack of exploitation stops the development of cooperatives' role. The most important problem in developing the entrepreneurial activities is creating continuous learning culture that means continuous updating of skills and knowledge especially in the field of commercial affairs and entrepreneurial educations. Based on this culture, individuals should not stop on their current knowledge level.

Studies in USA, Europe and South East Asia show that entrepreneurship trainings can have a remarkable impact if they are provided along with facilitating and encouraging operations. Some policies in Iran have been formulated to support entrepreneurial activities include Entrepreneurship education for all ages, Various loans for entrepreneurship in different fields, Facilitating the conditions for those who start a new business, Some structural changes in government to support entrepreneurs easily, Fostering entrepreneurial culture and Holding festivals at a national level to glorify entrepreneurship dignitaries (Rahmati et al, 2011).

Results of this study are consistent with the main activities completed in the successful countries in order to develop the entrepreneurship in cooperatives. In the successful countries, supports done for the entrepreneurship in the cooperatives include consulting services, informational supports, intersectional links, making scientific capacities, credits and loans, and education. Entrepreneurship training is a policy, which is directly affecting the quality and quantity of an entrepreneurial distribution in a society. That is why the problems are resolved in many countries especially the developed ones and governments have started to develop the potential ability of people. The objectives of supportive service programs should be the entrepreneurs' awareness of the economic sciences, increasing the financial resources for little businesses, increasing the access possibility of little and medium businesses to modern technologies, accelerating the establishment of new workplaces for businesses, and developing ways for communicating with businesses.

## SUGGESTION

According to the results, the following suggestions are

pointed out:

1. Developing the cooperatives' members, board of directors, and managing directors awareness and knowledge of entrepreneurship concepts through creating informational websites, regionally, in order to inform and set up scientific and practical courses for cooperatives according to their field of study and also training teachers of entrepreneurship sciences in the educational centers of the ministry of cooperation.
2. Supporting the implementation and accomplishment of the entrepreneurial plans in a form of cooperatives by the pioneer and independent entrepreneurs in order to encourage them to collaborate with the cooperatives. It is suggested that the cooperative by an in-between agreement accept some risks of the entrepreneurial activities and achieve the entrepreneurial plan through the intellectual ownership.
3. Establishing entrepreneurial consulting corporations in various areas of the country to provide consulting, educational, investigational, and promotional services for entrepreneurs. These corporations make a close relationship with the unions, cooperation rooms, and entrepreneurship cooperatives; loans and credits, by these corporations' discretion, are provided for cooperatives. These corporations provide their investigational service regionally.
4. In short term, increasing the education as practical and scientific courses is a strategy for developing the entrepreneurship which can be useful by the governmental supports, evaluation, and supervision. But, in long term, the country's educational system should develop a complete national program for developing the entrepreneurship; rules and regulations should be more clear and less interferential. It is suggested that a workgroup set the appropriate regulations to create and settle the national system of entrepreneurship education by agreements with the ministries of sciences and education.
5. It is, in the conducted studies, indicated that supporting the entrepreneurial plans is one of the most important factors for the entrepreneurship development. Publishing the supports of the government, ministry of cooperation, and all institutions as a manual and giving it to the entrepreneurs is suggested; by knowing the fields of supports, entrepreneurs would be more encouraged to do more activities.
6. It is suggested that entrepreneurial cooperatives, by agreements and governmental supports, provide counsel and services for cooperatives in order to develop the entrepreneurship. Cooperatives' independence should be respected in this process. It is also suggested that entrepreneurial cooperatives, through establishing an association, share their experiences with each other.
7. To develop entrepreneurship in cooperatives, it is suggested that the law of more taxability does not apply to the entrepreneurial cooperatives and applying these

tax exemptions each five years. Ministry of cooperation confirms the progress and development way of the cooperatives by continuous supervision.

8. Preparing a manual, by the objective of harmonizing and classifying the instructions, in order to provide information about regulations, instructions, and supportive programs and giving it, as a reference manual, to the cooperatives, entrepreneurs, etc. is suggested.

9. Establishing cooperation development centers in the provinces in order to utilize the entrepreneurial cooperatives and proving investigational, consulting, and educational supports are suggested.

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