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A Study on the Business Performance and Influencing Factors of Farmers' Specialized Cooperatives in Sichuan Province ——Taking M Cooperative as an Example

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Abstract

The article focuses on M cooperatives, a provincial model society in Sichuan Province, and analyzes their business performance and development challenges by using literature research, case study analysis and field survey. The study finds that although the policy and legal environments have been continuously optimized, and M cooperatives have played an important role in promoting farmers' income and rural revitalization, they still face problems such as insufficient product competitiveness, low participation of members, and lack of standardized internal management. The study then analyzes the causes and proposes countermeasures at the government, market, product, organization and personnel levels.

Introduction

In July 2020, when General Secretary Xi Jinping visited Jilin, he said, "Farmers' professional cooperatives are an effective form of organization for the development of moderate-scale operation and modern agriculture under the conditions of market economy". In order to comprehensively promote rural revitalization and accelerate the process of modernization of agriculture and rural areas, the Central Committee of the Communist Party of China (CPC) has for many years emphasized the development of farmers' cooperatives and other new types of business entities in its Document No. 1, and has continued to introduce and improve relevant laws and regulations to ensure the sound establishment and efficient operation of farmers' cooperatives. With the deep concern and strong support of the Party and the State, the number of cooperatives has grown steadily and their quality has improved significantly, playing a good role in promoting the resolution of the "three rural issues" and the further implementation of the strategy of rural revitalization.

As an important form of rural economic organization, professional cooperatives play an important role in Sichuan Province and even nationwide. And under the incentive of legal and policy protection, the number and scale of farmers' cooperatives in Sichuan Province have been increasing in recent years, with the number of farmers' cooperatives increasing from 103,600 at the end of 2019 to 107,900 at the end of 2020, and decreasing to 106,600 by 2022. On the one hand, due to the new crown epidemic, there is a certain

negative impact on the development of agriculture, and on the other hand, the state is carrying out major reforms for cooperatives. The latter shows that there are still a lot of problems in the development of farmers' cooperatives, such as the fragile foundation of farmers' cooperatives, incomplete institutions, lax rules and regulations, weak organizational specialization, lack of professionals, fragile interest linkage mechanism with members, and poor quality of members. Driven by the current trend, farmers' cooperatives have emerged as an innovative production and management system for rural economic development in the new situation. It not only carries the important task of agricultural industrial structure adjustment, but also is an important platform for farmers to increase income and get rich. However, as the status of farmers' cooperatives in the social economy has been elevated, the challenges and problems they face have become increasingly prominent. Therefore, an in-depth assessment of the business performance of farmers' cooperatives, as well as an exploration of the key factors affecting the performance of cooperatives, has become an important topic worthy of attention and research.

Literature review

Most foreign countries start with the business performance of farmers' cooperatives and their influencing factors: for the former, John W. Bennett (1983) approached from a social science perspective to understand the problems and the role of agricultural cooperatives in the development process [1]. Rutherford et al. (2016), while conducting a field



research study on farms in Libya, found that interventions in the agricultural value chain were able to lead to increased farm incomes and improve farm harvest outcomes and social assets[2]. Samuel Ahado, Levan Chkhvirkia, and Jiri Hejkrlik (2022) analyzed the factors influencing the success of donor support for agricultural cooperatives using ordered logistic regression modeling on cross-sectional data from 37 cooperatives[3].

Regarding the latter, in terms of internal influences, Björn Gyllström (2022), through a detailed case study of the cooperative movement in Kenya, showed that factors such as market rules, land tenure, and cooperative legislation had a significant impact on the social status and managerial behavior of the cooperative sector[4]. Ibourk Aomar et al. (2023), based on survival function analysis and Cox regression methods on primary data from a survey of 232 cooperatives and a secondary database of 1131 cooperatives, and the results emphasized that internal factors such as leadership styles, management skills, and size of cooperatives as well as external factors such as strategic adaptability play a role in determining the sustainability of cooperatives[5]. In terms of external factors, Pestoff (2009) mentioned that the stable development of cooperatives is related to the level of financial support from the government to farmers' cooperatives and the corresponding policy support through the analysis of the materials of a study in Sweden[6]. Krasachat and CJonni Valkila and Anja Nygren (2010), through a study of Nicaragua's fair trade coffee production and trade field study, noted that fair trade strengthened the institutional capacity of the cooperatives involved[7].

And domestic scholars have studied farmers' professional cooperatives from the perspective of new institutional economics and the perspective of decision-making authority of agricultural professional managers[8-9]. Commonly used methods include factor analysis[10-11], hierarchical analysis [112-14] and comprehensive analysis[15-17], etc., and for the influencing factors of business performance are consistent with foreign scholars, which are discussed from internal and external factors:

The internal factors include the business system, internal governance mechanism, managerial ability, and the ability level of members. Capsule Wang and Valuable Hu (2022) provided valuable opinions from the aspects of cooperative governance structure, core members, and distribution system by reviewing and combing through academic articles on the performance research of farmers' professional cooperatives over the years[18]. Zheng Wenwen and Meng (2014) examined the performance of farmers' specialty cooperatives from the perspective of farmers, pointing out that in terms of members, the business performance of cooperatives is largely affected by factors such as members' education level, their knowledge of cooperatives and their concern for cooperative affairs[19].

External factors include the state or government support, market environment, legal system and so on. Cui Baoyu, Ma Kangwei, and Liu Yan (2023) analyzed the monitoring data of

395 national model societies in Anhui Province and pointed out that government support has a significant role in promoting the performance of cooperatives[20]. Liu Jie and Chen Xinhua (2015) analyzed the survey data of 102 farmers' professional cooperatives in six counties of Jiangxi Province using ordered logistic regression modeling method and pointed out that the transaction environment plays a significant role in influencing the performance of farmers' professional cooperatives[21].

In summary, it can be found that foreign scholars are less likely to use various types of research methods to conduct research on the subject, and pay more attention to the impact of the value chain, policy support and fair trade and other aspects of farmers' professional cooperatives. Domestically, the research mainly focuses on the evaluation of the business performance of farmers' professional cooperatives and the system of research, and at present there are fewer studies on farmers' professional cooperatives in Sichuan Province, so the article takes Sichuan farmers' professional cooperatives as the object of research, specifically studies the business performance of the cooperatives in the province and factors affecting the business performance, and based on this, puts forward the corresponding target-oriented policy recommendations.

Analysis of the current state of development

1. Overview of the development of specialized farmers' cooperatives in Sichuan Province

With the establishment of the socialist market economy and the deepening of the family contract management responsibility system, in the mid-1980s, various types of cooperative economic organizations with the nature of associations developed rapidly, providing farmers with a full range of services in production, technology, market information and supply and marketing, etc. In the mid- to late-1990s, the process of agricultural marketization and industrialization accelerated, and the governments at all levels increased their support for the farmers' cooperative economic organizations and pushed forward the expansion of their services, strengthening their strength and increasing their influence. The expansion of the content, strength and influence of farmers' cooperative economic organizations has played a significant role in promoting agricultural development and increasing farmers' income. Since the beginning of the new century, farmers' professional cooperative organizations have paid more attention to tapping their internal potential and improving their quality through large-scale operation and optimized factor allocation. Farmers' interests are increasingly closely linked with those of the organizations, and their willingness to cooperate and convergence of goals have given rise to farmers' professional cooperatives that truly represent farmers' own interests, and have become an objective demand and trend of the times for the development of agriculture and rural economy. By the end of September 2021, there were 4,038 registered farmers' professional cooperatives in Sichuan Province, accounting for

38% of the total number of farmers' professional organizations; by the end of the year, the total number had risen to 64,012, of which 110 had been awarded the National Farmers' Cooperative Model Society.

In recent years, Sichuan Province, the rapid development of farmers' professional cooperatives, there are the following aspects of performance: 1, the layout of the industry gradually diversified. 2, the scope of services is increasingly broadened. 3 gradually diversified the main body of the organization. 4, the steady progress of brand building. 5, the economic entity is becoming more and more remarkable.

2. M Cooperative Profile and Business Performance Facts

Founded in July 2013, the cooperative covers rabbit and livestock and poultry breeding, processing, sales, seed promotion, technical services, as well as agricultural and sideline products, agricultural sales, e-commerce, and import and export trade. In early 2015, the cooperative innovatively launched the "Rabbit Borrowing and Returning" and "Co-circle and Co-raising" industrial poverty alleviation modes for the poor households who are unable to afford to buy breeding rabbits. "In 2016, the cooperative built a processing plant of more than 1,000 square meters, researched and developed multi-flavored hand-torn rabbit products, and created the brand "Cuipixiang". The brand has achieved remarkable results in online retailing, with sales of about 130,000 yuan in the current season, and has signed a sales contract of more than 600,000 yuan with e-commerce platforms through exhibitions and sales fairs. By 2018, the cooperative's members reached 122 households (including 53 poor households), radiated 240 neighboring households (including 138 poor households), and the annual income of helping poor farmers generally exceeded 10,000 yuan. The cooperative's stock of breeding rabbits exceeds 10,000, and the annual output of rabbits is about 500,000, and it has established a standardized, automated and programmed scientific breeding system.

M Cooperative adheres to the tenet of "grasping development, emphasizing quality and seeing results", relying on the foundation of the local meat rabbit industry, taking the market as the guide, actively optimizing the agricultural structure, building regional brands, expanding the marketing network, enlarging the scale of the organization, effectively promoting the members to increase their income and the construction of the countryside, and has been awarded as the provincial model cooperative. At present, the cooperative is committed to technological innovation and industrial upgrading, through the industry-university-research synergy, to strengthen the deep processing of rabbit research and development and transformation of results, and to promote rabbit nutrition and culinary culture. It aims to build an integrated industrial chain of "breeding - processing - sales - cultural propaganda", set up industrial demonstration benchmarks, promote online and offline synergistically, and drive farmers to realize common prosperity.

As for the business situation of the cooperative: through self-financing and striving for project funds, the cooperative is promoting the upgrading and upgrading project. The project can realize the annual processing capacity of 100,000 meat rabbits, according to an average of 10 pounds each, the average purchase price of 5 yuan/jin calculation, the annual output value is expected to reach 5 million yuan, according to the profit margin of 20%, the profit in 1 million yuan. At the same time, according to each household foster 550 calculations, the society has the ability to radiation drive the surrounding villages and communities of farmers (family farms, farming communities) 300 households breeding meat rabbits, so as to achieve the annual output of 100,000 new meat rabbits, which in turn creates an output value of 7.5 million yuan, and ultimately 2.5 million yuan of profit, apportioned to the 300 households on the average increase in income of 8,333 yuan per household, the direct economic benefits are obvious.

3. Major problems

3.1 Product competitiveness is not strong, and members' motivation is not high.

The current operation of livestock cooperatives in M County mainly focuses on direct breeding business, and their operation stage still stays at the level of production of basic products, and they have not yet ventured into the deep processing of products and the cooperative development of high value-added projects. At the same time, the actual effectiveness of the cooperatives in providing members' services, meeting members' needs and raising members' income has not met members' expectations. Members' needs are not met, and their incomes are not significantly increased by joining the cooperative, so their participation and motivation gradually diminish.

3.2 Internal management is not standardized enough

Currently, the links between cooperatives and farmers are still weak, and such links are still more at the level of simple purchase and sale or buyout, failing to form a close community of interest. Moreover, some of the cooperatives were not established with the intention of contributing to the common welfare and growth of all members, but were attracted by the government's financial subsidies, project support and other policy documents. At the same time, cooperatives also lack talents and backbones with knowledge, skills, and a sense of innovation. The lack of professional guidance makes the organizational structure of cooperatives loose and the sense of cooperation among members weak, thus limiting the improvement of the overall development of cooperatives. In addition, the statutes of some cooperatives are too formalized, failing to play its role in regulating internal operation. The effectiveness of internal supervision mechanisms is insufficient, and financial management is not standardized enough.

3.3 The linkage of interests needs to be improved urgently

First, the relationship of interests between most cooperatives and their members is mainly based on the purchase and sale of

“order” contracts, and the relationship of interests is loose. Cooperatives and members in the deeper aspects of benefit sharing, risk sharing has not yet appeared; Second, some cooperatives in the financial management is not in place, not the implementation of accounting, the establishment of members of the account, resulting in cooperatives can not be quantified to the members of the accumulation of funds, members and non-members of the substance of the difference. Thirdly, the surplus distribution system is not sound, with most cooperatives tending to distribute dividends according to shares and less on the basis of the proportion of members' transaction volume (amount), thus leading to the fact that ordinary members' actual gains in cooperatives are not significant, and the attractiveness and cohesiveness of cooperatives are further weakened.

3.4 Insufficient government support

Some townships have not yet realized the importance and urgency of farmers' professional cooperatives for poverty alleviation and rural economic and social development, and the measures to support the development of professional cooperatives have not been seriously studied and implemented, and there may be a perfunctory situation to the instructions from the higher level; there are also some places where the farmers don't understand the farmers' professional cooperatives, and keep the idea of them as optional, and the enthusiasm for participation is not high, thus leading to the lack of vitality in the operation of the cooperatives. There are also some places where the farmers do not understand the specialized farmers' cooperatives and think that they are dispensable, so they are not very active in participating in them. In addition, in terms of production and sales, cooperatives still have a tendency to emphasize production development over marketing management, resulting in the overall economic efficiency of cooperatives not being high. Insufficient accumulation and lack of strength are the development situation of most existing cooperatives.

Analysis of Problems and Influencing Factors in the Business Performance of M Cooperative Societies

1. Analysis of problems

- 1.1 Due to the complexity of the international and domestic economy, coupled with the rise of the livestock industry as a whole, it will have a certain impact on the livestock industry in County M, thus affecting the sales of the products of the county's M Cooperative, which at this time has invested a large amount of money to expand the scale of farming and upgrade the infrastructure of the cooperative in all aspects, and has not done enough in terms of risk assessment, and it is difficult to guarantee the benefits of capital investment.
- 1.2 Due to the fact that many poor villages in County M have set off livestock farming prior to this, the drastic increase in livestock farming products will have a greater impact on the original market for cooperatives in County M.

- 1.3 As the cooperative was established for a relatively short period of time, the ability to capture market information is weak, the market share is low, and there is still a lot of room for improvement in the selection and breeding of good rabbit breeds and order production. The implementation of the system in all aspects is still weak, and the leadership team of the cooperative is needed to take the lead to comply with it and form a good internal culture.

- 1.4 The e-commerce platform and cold-chain logistics facilities under construction by the cooperatives are at risk of being rushed and not up to standard to meet the needs of the cooperatives due to a lack of in-house technical staff.

2. Analysis of Factors Affecting Business Performance of M Cooperative

2.1 Internal Factors

(1) Inadequate or non-enforcement of rules and regulations

M. The rules and regulations of cooperatives are inadequate or problematic. The internal management of the members does not rely on the system, often relying on the personal prestige and kinship of the head of the cooperative, the financial system is basically virtually non-existent, no financial resources and have no intention of hiring a professional accountant and cashier, the members basically rely on simple trust, assured that the head of the cooperative management of the financial affairs, the accounts are not open, and seldom informed at the meeting, and many members of the cooperative management does not care about the cooperative. The non-implementation of the financial system directly leads to the cooperative in the surplus fund and members of the dividend distribution is difficult to make members satisfied, which leads to members of the production enthusiasm is not high, the participation is gradually weakened, the village group of the driving role is not obvious.

(2) Weak product standardization

M society is less likely to formulate unified production standards, branding is still on the way, the aquaculture aspect is still in the process of being created, and members are also skeptical of unified production standards; fortunately, the unified supply of feed is still within the acceptable range of members, but the ability of members to accept new things such as product labels has yet to be improved.

(3) Insufficient/no training of cooperative members

Personnel training or lack of it is also one of the factors affecting the development of cooperatives. However, M cooperative operators do not give too much importance to the importance of personnel training, resulting in insufficient knowledge base of cooperative members, who are unable to find ways to solve problems when facing corresponding problems, thus affecting the subsequent operation of the cooperative.

(4) The general quality of members of cooperatives is not high

Cooperatives generally account for the largest proportion of the number of cooperatives, is the basis for the establishment

of the cooperative, and directly involved in the production and sale of products, is very important for the development of cooperatives, but often a scattered, people cloud, less subjective.

2.2 External Factors

(1) Poor Implementation of Government Support Policies

Since the implementation of the Cooperative Law, a number of policies and measures aimed at supporting and promoting the development of cooperatives have been introduced at both the national and provincial levels. However, the actual implementation of these policies is still insufficient, especially in key areas such as support for rural construction projects, tax incentives, financial support, agricultural insurance, and land use policies, the implementation of the policies has not been satisfactory. To a large extent, this situation has constrained the further growth and full utilization of the functions of cooperatives.

(2) The competition of similar products around is obvious

International and domestic competition in the livestock industry is becoming more and more intense, resulting in a very severe competitive situation for livestock products. At the same time, people's requirements on the standard of animal husbandry products are also increasing, and as a result, the requirements for the products of M society will be more stringent. In addition the high market share of the advanced regions in the cultivation of livestock industry also puts considerable pressure on the export of livestock and poultry products from M County. Moreover, County M has not yet established its own famous brand of livestock products. All these reasons lead to the fierce competition of livestock products, which greatly affects the development and cultivation process of livestock cooperatives in County M. The demand situation of livestock products has a great influence on whether livestock cooperatives are formed in rural areas in County M.

Conclusions and policy recommendations

1. Conclusion

M The development of cooperatives is affected by many internal and external factors, and the weight of each factor varies at different times. Among them, the government's support and guidance is crucial, which determines the lifeblood of cooperative development, leaving the government's support and guidance, many animal husbandry cooperatives will face dissolution in the initial formation, on the contrary, they may gradually grow up step by step. Market competition is also an unavoidable factor, the survival of the fittest has always been the market norms. From the viewpoint of the internal factors of cooperatives, their management system and organizational construction affect their operational efficiency, credibility, economic efficiency, cohesion, and the tightness of the connection of interests. Membership, which forms the basis of livestock cooperatives, influences the trajectory of their development, with the average level of education, technical proficiency, and recognition of

cooperatives having a significant impact on the development of cooperatives. None of the factors affecting the development of cooperatives can be ignored, but cooperative leaders need to grasp the most important influencing factors in different situations at different times to maximize the benefits for livestock cooperatives.

2. Policy Recommendations

2.1 Government Level

- (1) Strengthen government leadership. First, the government needs to recognize the importance and urgency of developing cooperatives, and incorporate the development of cooperatives into the key agenda of the government's work; second, further improve and perfect the management system, and support the relevant departments of agriculture to perform their duties in accordance with the law; third, promote the cooperatives to set up a team of counsellors, build counselling service institutions, build and improve the system of counsellors' teams, and enhance the level of guidance and services to cooperatives.
- (2) Increasing public financial support. With regard to the development and construction of cooperatives, increase the input of appropriate support projects and project funds, and expand the scale of support funds, so as to support the transformation of cooperatives into entity-based businesses, thereby comprehensively enhancing the overall competitiveness and comprehensive strength of cooperatives.

2.2 Market Level

- (1) Implement a multi-channel sales strategy. Driven by the digital wave, new sales modes such as e-commerce and self media have emerged. The cooperative can make use of e-commerce platforms, social media and other new sales modes to continuously expand the market coverage and influence of its products, targeting a wider range of consumer groups and realizing the continuous growth of product sales.
- (2) Strengthening brand building. First, design packaging and logos with local characteristics to create a recognizable product image; second, elaborate planning and publicity and promotion to establish a unique product brand image and create a distinctive product reputation; third, participate in agricultural product exhibitions and sales fairs, and organize tasting activities to demonstrate the unique quality of the product while increasing product awareness, reputation and influence.

2.3 Product level

- (1) Enhance product quality and ensure product safety. Cooperatives should adhere to the quality-centered development concept and strengthen product quality management and safety supervision. Actively adopt green, organic and other production methods to ensure high product quality and safety; at the same

time, strengthen product inspection and traceability management to ensure that each product meets the established standards and requirements.

- (2) Increase the development of deep processing. Cooperatives should actively explore the field of deep processing of agricultural products and, with the introduction of advanced technology and equipment, produce and manufacture diversified products to meet the diversified needs of the market, thereby enhancing the market competitiveness of cooperatives.

2.4 Organizational level

- (1) Improve the internal management system. Cooperatives should carry out a comprehensive assessment of the existing management system, and at the same time, cooperative leaders should, based on the results of the assessment of the system and the actual situation of the cooperative and the needs of the members, formulate bylaws that are in line with the actual state of development of the cooperative and the will of the members themselves, and require the members to strictly abide by them, so as to promote the standardization of the system.
- (2) Establishment of strict monitoring mechanisms. In the course of the survey, it was found that the effectiveness of the supervisory mechanism is still insufficient in some cooperatives. In order to avoid this situation, cooperatives need to establish a strict supervision mechanism, play the role of supervisory boards, and report regularly to cooperative leaders and their members.

2.5 Association member level

- (1) Strengthen member training and education. I. Formulate training programs. The training plan needs to take full account of the cooperative's business operations and members' ability level and other aspects, and then carry out the cooperative's members' intensive training and work affairs training, focusing on the quality of training while expanding the scope of training; ii. Diversification of training methods. Online, we should make full use of Internet resources to provide distance learning and video tutorials. Offline through field teaching, participate in industry exchanges and so on.
- (2) Emphasize the introduction of talents to cooperatives. First, cooperatives should establish cooperative relationships with institutions of higher learning and scientific research institutions, and strengthen the links between the two, so as to lay a good relationship foundation for the multi-channel cultivation and introduction of key talents; second, support agricultural technicians, scientific researchers and students graduating from colleges and universities to join cooperatives and become a member of the cooperative, so as to provide a strong guarantee of talents for the development of cooperatives.

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