Measurement of President Reputation of Farmers' Specialized Cooperatives Based on Factor Analysis

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Abstract. As the most important carrier to solve the contradiction between "small farmers" and "big markets", cooperatives play an important role in the development of rural economy. As the soul of the cooperative, the president's reputation is crucial to the development of the cooperative. On the basis of stakeholder theory and role theory, this paper constructs a measurement model with 35 indicators including 8 aspects: leader role, benefit spokesperson, team worker, ethical model, mobilization motivator, innovator, social contributor, relationship coordinator, etc. Through sorting out and analyzing the first-hand survey data of 39 farmers' professional cooperatives in Sichuan Province, the three most important dimensions was obtained that affect the reputation of the president: leader role, ethical model and mobilization motivator. Finally, the targeted cultivation measures for the president’s reputation were put forward.

Keywords: Farmer specialized cooperatives; The reputation of the president

1. Introduction
Since the 1990s, the whole country has been actively exploring how to develop cooperative economic organizations, and the number of new peasant cooperative economic organizations has soared. In 2007, the "Law of the People's Republic of China on Farmers' Specialized Cooperatives" was formally implemented, and small farmers have organized power to enter the market. Currently, Farmer Professional Cooperatives in our country is developing rapidly, small farmers dispersed into the market situation has been significantly improved, but most Farmers Professional Cooperatives scale is still small, loosely managed, in the negotiations are still in a weak market position [1]. Cooperatives can help in assuring farmers to have access to inputs, credit, output markets, and opportunities to engage in more diversified, higher value crop production [2]. When cooperatives have the ability to involve more farmers in certain services and provide certain services at a higher frequency, member farmers will behave more securely [3]. The president is the soul of the cooperative and is of vital importance to the development of the cooperative [4]. Leader support helps employees behave proactively at work [5]. The reputation of the president is related to the growth of the cooperative scale, the stability of the cooperative relationship and the increase of economic benefits. The establishment of a complete measurement table is helpful for the president to evaluate himself and the stakeholders to supervise the president.
The president is the legal representative of the farmers' professional cooperative. The Law on Farmers' Specialized Cooperatives stipulates that farmers' specialized cooperatives shall have a chairman and may have a council [6]. This paper studies the personal reputation of the president of a cooperative, combining with the characteristics of the cooperative; it holds that reputation is not only an asset, but also a signal transmission function. It is defined as: the reputation of the president is an intangible asset owned by the president to transmit the president's behaviour and performance to stakeholders, and it is the evaluation or perception of the historical behaviour of the president made by stakeholders based on the extent to which the president's responsibility and role can meet his expectations.

A nonprofit's reputation is a crucial intangible asset that can bring significant benefits to the organization [7]. As for the division of reputation dimensions, the current research trend is gradually deepening from macro level to meso and micro level, mainly including multi-dimensional views such as one-dimensional, two-dimensional and three-dimensional views. Rong Miao and Ning Mao (2006) have put forward that reputation is formed through coding, abstraction and diffusion. Reputation is divided into three indicators: reputation, breadth and intensity, which better reflect the characteristics of reputation as a signal [8]. On the basis of previous studies, Tao Jiang (2010) has combined the attitude structure and signaling mechanism of reputation to divide entrepreneur reputation into two dimensions of popularity and reputation. Jinfa Xu and Le Wang (2004) have divided the reputation of managers into three dimensions: personal ability, personal characteristics and ethics. Wei Xie (2008) has further studied and summarized four dimensions of the reputation of managers: personal ability, personal quality, ethics and social influence.

2. Theoretical Basis

2.1 Stakeholder Theory
Freeman put forward stakeholder management theory in 1984, which refers to the management activities carried out by managers in order to balance the interests of all parties. The development of an enterprise requires the input and participation of all stakeholders, not just individual groups. Managers should consider the interests of all stakeholders and let them fully participate in management. The use of stakeholder theory can help companies build a good reputation and trust to mitigate the company's traits/operational risks.[9]

2.2 Role Theory
Peter F. Drucker put forward the concept of "manager's role" in 1955 and expanded the influence of "manager's role" theory under the research of Mintzberg. A key tenet of social role theory is that cultural beliefs about gender roles influence men and women’s behavior, most often to accord with societal expectations. [10] The research scope of role theory includes role concept, role expectation, role behavior, role playing, role conflict, role conversion, role dislocation, role coordination and role socialization, among which role playing is the core of role theory. The president and his stakeholders are the role players in the cooperative. This paper mainly analyzes the role play, role expectation and role behavior.

On the basis of the management role theory established by Mintzberg and referring to the research results of some domestic scholars on the management role and the functions and characteristics of the cooperative president himself, this paper classifies the president's role into the following 8 types: leader, relationship coordinator, innovator, mobilization and incentive, benefit spokesperson, team worker, ethical and moral model and social contributor.

3. Empirical Test
Through sorting out and analyzing the first-hand survey data of 39 farmers' professional cooperatives in Sichuan Province, the results of factor analysis and reliability analysis are obtained. The test results show that the intrinsic structural dimension of the 35 measures for the reputation measurement of
cooperative presidents is 8, and the variance of these 8 variables has reached 69.47%, which are respectively interpreted as 8 reputation dimensions of leader role (14.92%), ethical and moral model (12.08%), motivator (9.69%), benefit spokesperson (8.51%), team worker (7.18%), innovator role (6.73%), relationship coordinator (5.24%), and social contributor (5.12%). The reliability test results of each reputation factor in the president's reputation show that their reliability coefficients are all above 0.7, and the total reliability coefficient is 0.928, which is greater than 0.7, indicating that the 8 common factors basically maintain most of the information of the original index.

According to the results of factor analysis, the variance ratio of leader role explanation is 11.92%, which has the greatest impact on the president's reputation. In the various items of the leader role, the load value of the other variable factors is 0.8 and above except "the president has received national/provincial/city/region commendation award" which is 0.765. Among them, the load value of "the president is good at encouraging by means of material award, language affirmation and praise, thus encouraging morale" is 0.902, which has the most significant influence on the leader role of the president.

In addition, as the second largest factor, the role of moral role model has a 9.08% impact on the president's reputation, second only to the role of leader, and the load of each measurement factor in the role of moral role model is greater than 0.8, which indicates that the president will bring good reputation to the president by being honest, operating in accordance with the law, abiding by moral principles and regulations and doing things fairly and impartially.

Mobilizing the role of motivators is the third factor. The test items "the president often shows the development prospects of the cooperative to increase cooperation confidence and hope" and "the president introduces new technologies, advanced equipment, new production modes, etc. into the cooperative" have factor loads greater than 0.9, which indicates that the members must introduce advanced technologies and equipment to see the advantages of the cooperative over their own existence and motivate the members to strive for a better future.

4. Conclusion

From the above analysis, it can be seen that the 8 role dimensions of leader role, moral model, motivator, benefit spokesperson, team worker, innovator role, relationship coordinator, and social contributor constitute the reputation of the president of the farmers' professional cooperative. The most important among them are the role of leader, moral model and motivator. Therefore, the cultivation of the reputation of cooperative presidents can be achieved mainly through joint efforts in these three areas.

As a leader, the president should have keen observation and be good at capturing market opportunities. Through the examination and analysis of the internal and external environment of the cooperative, he should accurately locate the cooperative, discover its unique features, plan its prospects, find suitable outlets, and transform its advantages into real economic benefits. At the same time, the president should keep a cool head when facing unpredictable accidents (such as natural disasters) and look for ways to survive in the crisis. Good at employing people is also a quality that a qualified president should have, reasonable use of talents can better increase the economic benefits of the cooperative and improve the living standards of its members. In addition, presidents should also actively improve their own quality, actively participate in training sessions organized by the government and universities, keep abreast of the latest social developments, understand the products needed by the public, and improve their ability to control the market.

In terms of morality, the president should abide by the moral principles and regulations, undertake the obligations stipulated by the law, not abuse his power to seek personal gain, enrich himself, regulate his daily behavior with extremely high requirements, and not do verbal or behavioral harm to members in his position as president. Members and stakeholders should actively monitor the president's ideological trends and lifestyle to prevent the president from doing anything against the spirit of the cooperative and damaging the interests of the cooperative.

Incentive has always been an important part of human resources management. A good incentive
system can stimulate and mobilize the enthusiasm and creativity of members. The president can encourage the members from both material and spiritual incentives. By setting up the title of outstanding members and rewarding outstanding members, the president can promote the driving and encouraging effects of advanced members, so that the whole cooperative will always be in an atmosphere of being on par with the best and daring to compete.

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