Boletín de la Asociación Internacional de Derecho Cooperativo

International Association of Cooperative Law Journal

No. 69/2026

DOI: https://doi.org/10.18543/baidc692026

The Moderation of the Hybrid Function of the Cooperative in the Relationship between Structuring Organizations and Intercooperation

La moderación de la función híbrida de la cooperativa en la relación entre organizaciones estructurantes e intercooperación

Pedro Henrique Rodrigues de Sousa, Edgar Reyes Junior, Víctor del Corte Lora

doi: https://doi.org/10.18543/baidc.3471

Recibido: 27.01.2026 • Aceptado: 01.08.2026 • Fecha de publicación en línea: noviembre de 2026

Derechos de autores/as y Acceso Abierto

1. Autoría y Ética

Al entregar sus manuscritos al **Boletín de la Asociación Internacional de Derecho Cooperativo (BAIDC)**, los/las autores/as aceptan y se comprometen a cumplir las condiciones de publicación sin necesidad de firmar un documento de cesión adicional con la **Editorial (Universidad de Deusto)**. Con ello, garantizan que su trabajo es inédito en cualquier forma, original y que no vulnera el Código Ético de BAIDC ni derechos de terceros, y que no se han otorgado ni se otorgarán licencias que resulten incompatibles con los derechos concedidos a la Editorial.

Los/las autores/as asumen la responsabilidad total y exclusiva sobre el contenido de su estudio y declaran formalmente no tener conflictos de interés que afecten la integridad de la investigación.

Copyright and Open Access

1. Authorship and Ethics

By submitting their manuscripts to **International Association of Cooperative Law Journal (BAIDC)**, the authors accept and undertake to comply with the conditions of publication without the need to sign an additional transfer agreement with the **Publisher (University of Deusto)**. In doing so, they guarantee that their work is unpublished in any form, original, and does not breach BAIDC's Ethical Guidelines or the rights of third parties, and that no licences have been or will be granted that are incompatible with the rights granted to the Publisher.

The authors assume full and exclusive responsibility for the content of the study and formally declare that they have no conflicts of interest that affect the integrity of the research.

2. Derechos de la Editorial

Al enviar el manuscrito, los/las autores/as aceptan su publicación bajo la licencia **Creative Commons CC BY-NC-ND 4.0**. En consecuencia, conceden a la Editorial el **derecho exclusivo, gratuito y universal para la primera publicación**, edición, maquetación y explotación de la obra. Esta concesión autoriza a la Editorial a distribuir, sublicenciar e indexar el trabajo en cualquier formato, medio, base de datos o repositorio institucional, con fines de promoción y difusión científica.

3. Derechos de autores/as

Los/las autores/as **conservan la propiedad intelectual de su obra y retienen el derecho a distribuir y utilizar su trabajo** para fines docentes, investigación futura o archivo personal, siempre que se cite la publicación original en la Revista. Se les permite además la publicación posterior en otros medios, siempre que se incluya una nota a pie de página con la referencia completa de BAIDC (incluyendo el DOI, si está disponible) y no se sugiera el respaldo explícito de la Revista y/o Editorial.

4. Acceso abierto

BAIDC es una revista de acceso abierto; lo que significa que es de libre y total acceso en su integridad inmediatamente después de la publicación de su contenido. No obstante, de acuerdo con la licencia arriba mencionada, se debe citar siempre a los/las autores/as de los artículos. Tanto su uso comercial como cualquier modificación que se pretenda distribuir requerirán el permiso expreso previo por escrito de quien sea titular de los derechos.

2. Publisher's Rights

By submitting the manuscript, the authors agree to its publication under the **Creative Commons CC BY-NC-ND 4.0** licence. Consequently, they grant the Publisher the **exclusive, royalty-free and worldwide right of first publication**, editing, layout and exploitation of the article. This grant authorises the Publisher to distribute, sub-license and index the work in any format, medium, database or institutional repository, for the purposes of promotion and scientific dissemination.

3. Copyright

The authors **retain the intellectual property rights to their article and retain the right to distribute and use their work** for teaching purposes, future research or personal archiving, provided that the original publication in the Journal is cited. They are also permitted to republish in other media, provided that a (foot)note is included with the full reference to BAIDC (including the DOI, where available) and no explicit endorsement of the Journal and/or Publisher is implied.

4. Open access

BAIDC is an open-access journal; this means that it is freely and fully accessible in its entirety immediately upon publication of its content. However, in accordance with the licence mentioned above, the authors of the articles must always be properly cited; and both commercial use and any modification intended for distribution will require the express prior written permission of the rights holder.

The Moderation of the Hybrid Function of the Cooperative in the Relationship between Structuring Organizations and Intercooperation[1]

(La moderación de la función híbrida de la cooperativa en la relación entre organizaciones estructurantes e intercooperación)

Pedro Henrique Rodrigues de Sousa[2]
Edgar Reyes Junior[3]
Universidade de Brasilia (Brasil)

Víctor del Corte Lora[4]
Universitat Jaume I (España)

doi: https://doi.org/10.18543/baidc.3471

Submission date: 27.01.2026
Approval date: 01.08.2026
E-published: november 2026

Summary: 1. Introduction. 2. Structuring organizations and their role in intercooperation. 3. Method. 4. Results. 4.1. Performance of Structuring Organizations and intercooperation. 4.2. Confirmatory Factor Analysis (CFA). 5. Discussion. 6. Conclusion. References.

Sumario: 1. Introducción. 2. Organizaciones estructurantes y su papel en la intercooperación. 3. Método. 4. Resultados. 4.1. Desempeño de las organizaciones estructurantes e intercooperación. 4.2. Análisis Factorial Confirmatorio (AFC). 5. Discusión. 6. Conclusión. Referencias.

Abstract: There are research gaps regarding the involvement of key *stakeholders* in cooperative relations, as well as aspects involving intangible advantages generated by intercooperation. Thus, the present study aimed to identify the influences of structuring organizations on intercooperation. For this reason, a qualitative research was carried out through data collection through documentary research and semi-structured interviews conducted with cooperatives

[1] Acknowledgements: This study was financed in part by the Coordenação de Aperfeiçoamento de Pessoal de Nível Superior — Brasil (CAPES) — Finance Code 001.

[2] Centro Universitário Alves Faria; Universidade de Brasilia. Email: phsousa.phd@gmail.com.

[3] Universidade de Brasilia. Email: prof.edreyes@gmail.com.

[4] Universitat Jaume I. Email: vcorte@uji.es.

in Brazil and Spain, which were analyzed using the content-analysis technique. It was identified that structuring organizations exert influence on the achievement of intercooperation relationships, either acting as intermediaries in structural holes, through their activities deliberately constituted for this purpose (institutional activities) or, more expressively, through services provided that have different primary objectives (non-institutional activities), but that enable interactions between representatives of cooperatives. It was also observed that there are specificities regarding the emphasis of the cooperative (hybrid or economic) and its organizational capacity that moderate this influence.

Keywords: Intercooperation; Cooperation between Cooperatives; Cooperativism; Structuring Organizations.

Resumen: Existen lagunas de investigación en lo que respecta a la participación de los principales interesados en las relaciones cooperativas, así como a los aspectos que involucran ventajas intangibles generadas por la intercooperación. Por lo tanto, el presente estudio tuvo como objetivo identificar las influencias de las organizaciones estructurantes en la intercooperación. Por esta razón, se realizó una investigación cualitativa mediante la recopilación de datos mediante investigación documental y entrevistas semiestructuradas realizadas a cooperativas de Brasil y España, que se analizaron utilizando la técnica de análisis de contenido. Se identificó que las organizaciones estructurantes ejercen influencia en el logro de las relaciones de intercooperación, ya sea actuando como intermediarias en agujeros estructurales, a través de sus actividades deliberadamente constituidas para este propósito (actividades institucionales) o, más expresivamente, a través de servicios prestados que tienen diferentes objetivos primarios (actividades no institucionales), pero que posibilitan interacciones entre representantes de cooperativas. También se observó que existen especificidades en cuanto al enfoque de la cooperativa (híbrida o económica) y su capacidad organizativa que moderan esta influencia.

Palabras clave: Intercooperación; Cooperación entre cooperativas; Cooperativismo; Organizaciones estructurantes.

1. **Introduction**

Cooperativism has played a relevant role for economic and social development. It is estimated that about 10% of jobs and job opportunities in the world are linked to cooperatives (ICA, 2017). In addition, according to data from the World Cooperative Monitor (2019), the three hundred largest cooperatives in the world generate revenues of more than 2 trillion dollars, while providing the services and infrastructure for the development of society.

It is noteworthy that although cooperation actions are significantly linked to the essence of the cooperative movement (Tremblay *et al.*, 2019; Novkovic & Golja, 2015), the emphasis of scientific investigations on interorganizational cooperation occurs mainly in the context of companies and business networks; as can be seen in the studies by Rivera *et al.* (2010), Dyer and Singh (1998), Lorange and Roos (1996), Ring and Ven (1992), Walker et al (1997), Yu *et al.* (2006),which investigate diverse forms and structures of cooperation between companies, such as strategic alliances, consortia, supply networks, joint venture, among others.

The principles governing cooperativism (according to ICA's last declaration, 1995) are part of the "cooperation between cooperatives", also called "intercooperation", which advocates that cooperative must collaborate together by all means at the local, national and international levels. Therefore, this principle, which was initially announced at the 23rd ICA Congress in 1966, specifies the relevance of the interorganizational relationships in the cooperative context.

It is worth noting that, as identified by Oczkowski *et al.* (2013), among the principles established by the ICA, cooperation between cooperatives is one of those that are least valued by cooperative organizations and, moreover, according to Birchall's study (2011), encompasses the principles considered as secondary and more aspirational to define the identity of a cooperative.

This, in turn, is reflected in scientific research related to cooperativism, since an expressiveness of studies analyzed the voluntary and open association (Pönkä, 2018; Nelson *et al.*, 2016), democratic control (Wagemans et al, 2019), economic participation of members (Conto & Londero, 2018; Oczkowski *et al.*, 2013), autonomy and independence (Kleanthous, *et al.*, 2019), education, training and information (Mwita, 2019; Meira, *et al.*, 2018) and concern for the community (Tak, 2017; Vo, 2016), and in addition, intracooperative aspects, such as incentives and restrictions on the relationship between cooperative members (Brummer *et al.*, 2017; Yacob, *et al.*, 2018); however, few studies have

focused on investigating the role of supporting actors in intercooperative relations, thus highlighting the relevance of expanding studies related to the principle of intercooperation.

Therefore, there are research gaps regarding the influence of cooperation on the interorganizational relationships of organizations operating in a business network, as well as the involvement of the main stakeholders of the *network* (Martins, *et al.*, 2017).

As the cooperative composition itself proposes to provide means for small companies to increase their competitiveness, there are contexts in which the cooperative, individually, does not have the scale, resources or *know-how* necessary to achieve certain actions. Thus, intercooperation can enable the achievement of objectives that individually would not be possible.

It is understandable that cooperatives need some kind of institutional support (Božić *et al.*, 2019) and thus, in many countries higher-level organizations have been set up with the aim of promoting, representing, developing and harmonizing the interests of cooperatives (Božić *et al.*, 2019; Novkovic & Golja, 2015; Ruano, 2018).

In this sense, the cooperatives, which has a hybrid character (involving economic and social objectives), integrate elements of association and company (Fauquet, 1941); thus, as leite (1982) argues, at higher levels in the context of cooperatives, there may be entities with economic functions (linked to the elements of enterprise), such as unions and central; as well as representative functions (linked to associative elements), such as federations and associative confederations.

It is worth mentioning, as stated by Pachón (2015), that the representative character is linked to the role played to promote the cooperative movement, as well as the defense of the interests of associated cooperatives.

In this sense, the nomenclatures used to refer to higher-grade cooperative organizations are diverse; for these organizations that perform economic functions (company elements) include: 2nd degree cooperative, union and central; in the case of higher-grade organizations performing representative functions (associative elements) include: federation, confederation, national institute of cooperatives, representative body, representative organization, central council, coordinating body, and cooperative association. It should be noted that in some countries the terms "federation" and "confederation" are also used for the union of cooperatives for the exercise of economic activities.

As a way of integrating this range of nomenclatures, cooperative organizations with representative functions (associative elements) will be referred to in the present study as "structuring organizations", re-

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

ferring to the higher-grade cooperative entities that have the purpose of promoting, representing, developing and harmonizing the interests of cooperatives (Božić *et al.*, 2019; Novkovic & Golja, 2015; Ruano, 2018), whose global top representative is the International *Co-operative Alliance.*

Therefore, the aim of this study is to identify the influences of structuring organizations on intercooperation.

In addition to this introduction, the article is composed of section 2, in which the theoretical framework on structuring organizations and their role in intercooperation is presented. Furthermore, in section 3, the methodological procedures for the operationalization of empirical research are presented. Next, the results of the study are presented in section 4 and later discussed in section 5.

2. **Structuring organizations and their role in intercooperation**

As presented in the introduction to this study, the term "structuring organizations" includes a set of nomenclatures used to make references to higher-grade cooperative organizations with associative functions, which aims to promote, represent, develop and harmonize the interests of cooperatives (Božić *et al.*, 2019; Novkovic & Golja, 2015; Ruano, 2018); thus, include associative federation, representation organization, central council, coordinating body, national and state institute for the defense of cooperativism.

Leite (1982) highlights four policies to be implemented by structuring organizations, such as: representation, cultural, research and finance policy. The first is linked to the representation of cooperatives, enabling the performance in an integrated way. In parallel, cultural policy is about the dissemination of cooperative philosophy and, moreover, the form action of the participating members. The third (research) policy is related to the reception, treatment, and dissemination of economic, technical, legal, sociological, and commercial information of interest to cooperativism. Finally, the fourth category (financing policy) is linked to the mobilization of credit with cooperatives, including possible endorsement for financial operations.

It is worth mentioning that although the cooperative movement is based on the principles and legal frameworks of an international central entity —ICA— (Alves, Ferreira, & Araújo, 2019; Davis & Bialoskorski Neto, 2010),the representative structures in the countries are different, depending on the economic and political-legal context (Novkovic & Golja, 2015).

In Brazil, the main organization of the cooperative movement is the OCB System (Brazilian Cooperative Organization), which integrates all sectors of national cooperativism and is branched into systems of local units (e.g., OCESP, OCB-GO, OCERGS). In other countries, as is the case in Spain, the cooperative movement is made up of diverse structuring organizations, national and regional, including those that emphasize the representation of all sectors of the cooperative movement (such as the *Confederación de Cooperativass de Euskadi)* and, more expressively, structuring organizations that have as emphasis the representation and promotion of sectorial cooperatives, for example, the *Federación Andaluza de Empresas Cooperativas de Trabajo*.

In this sense, Leite (1982) suggests that there should be the development of national representative entities that integrate different sectors, once with the development of the cooperative movement, problems tend to become commonplace. However, the author emphasizes the need for regional structures since cooperatives demand support from a local representative organization. This was observed in the study by Božić *et al.* (2019) that highlighted the superior relevance of local structuring organizations to the detriment of entities at national level, even though they have greater representative capacity; this is because the local units are closer and thus more responsive to the immediate needs of cooperatives.

Therefore, it is relevant the existence of national structuring organizations so that there is a greater representativeness of the cooperative movement and, in parallel, local units to meet the specific and immediate demands of cooperatives.

The more representative the structuring organizations are, the greater capacity of cooperatives to plead incentives and support to the state (Leite, 1982; Novkovic & Golja, 2015). This aspect may, at first, be paradoxical, since one of the principles of the ICA is "autonomy and independence", and, moreover, according to Novkovic & Golja (2015), some structuring organizations are constituted in opposition to state institutions; however, cooperatives need public support for their development, either through government resources or institutional support. Thus, when cooperatives integrate with structuring organizations, the cooperative movement now has a greater capacity to defend and promote cooperative interests (Ruano, 2018).

Among the attributions of structuring organizations, as observed by Arruda *et al.* (2017) and Leite (1982), are part of the promotion and encouragement of intercooperation. This, primarily, for the purpose of its constitution, which is linked to the development and harmonization of the interests of cooperatives (Božić *et al.*, 2019; Novkovic &

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

Golja, 2015; Ruano, 2018) and, moreover, for the activities performed by them. For example, Novkovic and Golja (2015) evidenced the performance of these organizations in the feasibility of fairs and events, which encourage the formation of networks of relationships; in addition, Leite (1982) specified the achievement of agreements and contracts between cooperatives brokered by these organizations.

In this sense, structuring organizations can play central roles in intercooperation relations, either by regulating or coordinating actions between cooperatives (Arruda *et al.*, 2017), or even mediating commercial relations and mutual interest action (Leite, 1982; Novkovic & Golja, 2015).

3. **Method**

This research is classified as exploratory-descriptive. It is noteworthy that in previous studies there were no ex *ante categories* defined regarding the role of structuring organizations on intercooperation. A qualitative approach and content analysis techniques have been developed.

The research had as *lócus* cooperatives legally constituted and registered with the Organization of Brazilian Cooperatives (OCB); thus, interviews were conducted with presidents and/or directors linked to these cooperatives. In addition, we sought to conduct interviews with representatives of cooperatives and structuring organizations in Spain, since it is a country with a significant cooperative development and its structure of fostering cooperativism is organized far from the Brazilian model; thus, it was intended to identify the process and implication of this cooperative structure in inter-cooperation relations.

In total, 20 interviews were conducted, 17 of them with cooperatives and 3 conducted with structuring organizations. It is noteworthy that the president of the first cooperative in Latin America, founded in 1902, was interviewed. In addition, a Spanish cooperative, regional leader of the viticulture segment, founded in 1965, awarded with several national and international awards, and a cooperative awarded as the best cooperative recently created in Spain by Focus Business, integrated the present research.

The data collected include semi-structured interviews, performed with the support of an interview script. The data collection process took place between August 2020 and February 2021.

The semi-structured interviews were planned to provide aspects of intercooperation, the actions of structuring organizations, and influence of these organizations on intercooperation. All interviews were recorded in digital audio and transcribed.

There was obtained information from publicly accessible cooperative files and documents, such as documentation of cooperatives and the OCB System, newsletters, ICA legal framework, and legislation linked to cooperativism. All documents were obtained through the official websites of cooperatives, ICA, OCB System, public agencies, or made available by cooperatives.

For the development and validity of the interview script, the following two phases were followed:

i) *Construction of the instrument.* From the literature review, the elements that integrate the intercooperation and relationship with structuring organizations were defined. Thus, the preliminary questions of the interview script were formulated.
ii) *Content Validity.* For the second phase, as well as in the studies of Schreiber *et al.* (2016) and Capalonga *et al.* (2014), the Content Validity Coefficient (CVC) proposed by Hernandez-Nieto (2002) was used. Thus, the questions were submitted to six academic judges, all doctors.

On a Likert scale (graduated from 1 to 5), these judges evaluated each item specifically regarding: 1) clarity of language; 2) relevance of the item; and 3) theoretical relevance. In addition to the scales, in each question, the judge was asked to considerations and suggestions about the adequacy of each item, if the judge deemed it relevant.

From the answers obtained, the CVC was calculated in five steps, which are:

1) The average of the notes for each question is calculated (M_x).
2) From these means, the initial calculation of the CVC (CVC_i) is made by dividing it by the maximum value that the item could receive of relevance or clarity.
3) In the third stage, to minimize possible judges' bias, the error (Pe_i) is calculated for each of the items (the calculation is made by dividing 1 (one) by the number of judges, raised by the same number of evaluators).
4) The result of error is subtracted from the initial CVC (CVC_i), thus defining the CVC of each question (CVC_c).
5) The total coefficient (CVC_t) of each aspect validated (clarity, pertinence, and theoretical relevance) of the collection instrument is calculated, subtracting the mean CVC_i by the mean of Pe_i. Thus, this stage demonstrates the validity of the research instrument (interview script as a whole).

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

Considering the possible result of CVC of each item (CVC_c) and the instrument as a whole (CVC_t) between 0.0 and 1.00, Hernandez-Nieto (2002) considers an acceptable validity and agreement greater than 0.80, and above 0.90 are considered excellent.

The route was sent initially containing 22 items. The results of CVC_t were 0.80 (language clarity), 0.78 (item pertinence), and 0.90 (theoretical relevance). Thus, four items (which obtained CVC_c resulted lower than 0.8) were excluded from the script, and in addition, it was suggested the inclusion of six items (due to the need for fragmentation of questions); in addition, eight items were rewritten, based on the qualitative considerations of the judges.

After recasting, the interview script was redirected to judges. Thus, CVC results were: 0.82 (language clarity), 0.95 (item pertinence), and 0.95 (theoretical relevance). Following the assumptions of the Content Validity Coefficient (CVC), the interview script was considered valid for the execution of the interviews. Finally, 24 items were part of the script.

Data analysis was performed through content analysis, which is used in textual data through the organization, codification, categorization and interpretation of the collected content (Bardin, 2016).

With the support of Iramuteq software, the following analytical techniques were performed: Descending Hierarchical Classification (DHC) and Confirmatory Factor Analysis (CFA). The first technique (DHC) aims to categorize the set of information obtained through the interviews; thus, there is branching of the content into classes that integrate common aspects. The second analytical technique aims to identify the main elements identified from previously defined variables.

4. **Results**

4.1. *Performance of Structuring Organizations and Intercooperation*

As previously presented, structuring organizations are higher-grade cooperative entities that are intended to promote, represent, develop and harmonize the interests of cooperatives (Božić *et al.*, 2019; Novkovic & Golja, 2015; Ruano, 2018). It should be emphasized, however, that the Spanish model of structuring cooperativism presents important distinctions of the Brazilian model.

In Brazil, cooperatives are linked to a central structuring organization (OCB System) that acts in the promotion, defense, and develop-

ment of all segments of cooperativism in an integrated manner. The Spanish cooperative model, in turn, is structured mainly through sectoral organizations for the development of cooperativism. Thus, cooperatives are linked to structuring organizations of the segment to which they integrate. Valencian agricultural cooperatives, for example, participate in the structuring organization "*Cooperatives Agro-alimentàries Comunitat Valenciana*".

It is worth mentioning that Spanish cooperatives can join more than one structuring organization, in order to contribute to the specific demands of the cooperative; for example, one of the cooperatives investigated is part of the work segment and, specifically, the educational sector; thus, this cooperative is linked to FEVECTA *(Federación Valenciana de Empresas Cooperativas de Trabajo Asociado),* as well as UECOE (Unió *Espanyola de Cooperatives d'Ensenyament).*

This, based on the research findings, categories consisting of the structuring organizations were identified, which are presented in Table 1. In addition, the specific categories related to the role of structuring organizations in intercooperation are presented in Table 2, followed by their empirical evidence.

Table 1

Categories of actions of structuring organizations

Categories	Countries	
	Brazil	Spain
1. Cooperative representation and advocacy	●	●
2. Promotion of the cooperative model	●	●
3. Cooperative image protection	●	●
4. Technical training (courses and training)	●	●
5. Management training (courses and training)	●	●
6. Auditing accounts	●	●
7. Legal advice	●	●
8. Accounting advice	●	●
9. Information services	●	●

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

10. Advice on certifications	●	●
11. Management monitoring	●	●
12. Institutional Brokerage	●	●
13. Marketing campaigns	●	
14. Visitation programs	●	

Source: Prepared by the authors.

As expressed in Table 1, except for the categories "Marketing campaigns" and "visitation programs" all the modalities of actions of the structuring organizations were empirically identified in the two countries investigated. In addition, the category "Institutional brokerage" emerged from empirical research, as a significant performance of structuring organizations.

As a way of identifying which of these categories are specifically related to the role of structuring organizations in intercooperation, the actions of these organizations that encourage inter-cooperative relations have been analyzed.

However, the performance of structuring organizations under intercooperation is fragmented into five sub-categories. It was possible to identify the existence of categories that express actions of structuring organizations directly constituted to enable intercooperative relations, that is, institutional actions to encourage intercooperation and, moreover, actions that are performed by these organizations that enable intercooperative relations, however, their main objective is not linked to the achievement of such relations, i.e. non-institutional actions that encourage intercooperation.

Table 2 shows segments of texts extracted from interviews illustrating the composition of these categories and subcategories.

Table 2

Categories of Actions of Structuring Organizations in the Intercooperation

Categ	Subcategory	Country	Text Segment
Institutional actions to encourage intercooperation	Marketing Campaign	Brazil	An activity that they [Structuring Organization] are offering [Campaign X], you register and it's a way to show other cooperatives what your activity is.
	Institutional Brokerage	Brazil	An action that was made by joining the cooperatives X and Y was 100% mediated by [Structuring Organization], it led the process, put everyone on the table, began to talk about it and began to model what the proposal would be.
		Brazil	We're going to take it to the other cooperatives and teach the ways to do it [access to public resources], and the [Structuring Organization] will mediate, make it real; if they wouldn't do that mediation the cooperatives can't access.
		Brazil	[Structuring Organization] speaking institutionally, she speaks in name..., she speaks: Cooperative A wants to talk to Cooperative B.
		Spain	The [Structuring Organization] brings together all credit unions, all of which contribute to maintaining their activity.
		Spain	Each cooperative has access to the information of all cooperatives affiliated with the [Structuring Organization], both the activity, as the contact, location, presidency, access to the information so that they can even contact other cooperatives.
		Spain	Much of the reason this group of cooperatives was created was due to the support we received directly from the [Structuring Organization].
Non-institutional actions to encourage Intercooperation	Assembly for Representation and Cooperative Defense	Spain	It is in assembly that [the cooperative] begins to meet with the other members of the [Structuring Organization]. The assembly is the participatory event.
		Spain	It is the meetings of the assembly [of the Structuring Organization] that all are invited to participate, all affiliated cooperatives; there are relationships and exchanges of information, exchange of cards, etc.; in meetings, cooperatives share their knowledge.

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

Categ	Subcategory	Country	Text Segment
Non-institutional actions to encourage Intercooperation	Assembly for Representation and Cooperative Defense	Spain	Here we have the [Structuring Organization], which is an association dedicated to education; it is a space and a moment of encounter.
		Spain	The common work, or the things that are put in common among various cooperatives, are done by the [Structuring Organization] at the level of the region in particular.
	Courses and Training	Brazil	I was able to exchange information, including during the course [of the Structuring Organization], we had the opportunity to present ourselves to the other cooperatives present, show our service there.
		Brazil	When we participate or put our employees to participate in training there in the [Structuring Organization], usually these trainings are not exclusive; these spaces of knowledge exchange are important spaces, where people get to know other leaders and have access to these people, being able to talk, get new ideas, identify good practices that are developed in other cooperatives and that can be developed in our cooperative as well.
		Brazil	The [Structuring Organization] has already invited me to give a lecture there, we will join other cooperatives. Through this talk we will begin the relationship, to see what they are wrong, and the [Structuring Organization] will be as a mediator of this.
	Visitation Programs	Brazil	The [Structuring Organization] conducted a program, made visits, went to the United States and were several cooperatives of various sectors; and it was the first time that we had such a close moment with a cooperative in the same branch and that we did not talk much, and that the problems are the same; and from this one visit came a bond of friendship and knowledge so great that it continued after the visit, without further encouraging or the participation of the [Structuring Organization].

Source: Prepared by the authors.

As presented in the previous table, the actions of structuring organizations on intercooperation are classified into five subcategories, related to institutional and non-institutional actions to encourage intercooperation.

Institutional actions are fragmented into: "commercialization campaign" and "*institutional brokerage*". Non-institutional actions, in turn, branch out into "assembly for representation and cooperative defense", "courses and training" and "visitation programs".

The first subcategories linked to institutional actions (campaign of commercialization) is a program developed in Brazil by the OCB System, called CooperaBrasil, which was created to promote business in Brazilian cooperatives and, expressly, stimulate intercooperation. It is worth noting, however, that this action, so far, is limited to encouraging the achievement of intercooperative relationships through a virtual space in which cooperatives register, as well as their portfolio of products/services, to allow access by other cooperatives. Thus, it is linked to support for the achievement of relationships related to buy and sell between cooperatives, without, therefore, promoting an objective action to enable other intercooperation actions. It was observed that the contribution of this program was not widely perceived by the cooperatives interviewed about support to provide intercooperation relations.

The second subcategory, i.e., institutional brokerage —which is the brokerage process in which an actor has the function of facilitating transactions between the different parties involved, which initially would not be linked to each other or there would be no trust in direct contact (Marsden, 1982)— relates to the performance of structuring organizations as an intermediary actor between two or more cooperatives. Thus, it is possible that these organizations, institutionally, enable the transfer of resources and knowledge between cooperatives or even hinder the performance of work together.

In relation to the subcategories of non-institutional actions that encourage intercooperation, it was observed that the services provided, which do not primarily aim at achieving intercooperative relations, such as the realization of courses, training, visits, and the assemblies for representation and cooperative defense, enable and intercooperation which are opportunistic by the participation of presidents, leaders, employees and cooperative members of different cooperatives, both in the same segment and from different sectors. It should be noted that such actions were emphasized regarding the role of structuring organizations in intercooperation.

It was observed that non-institutionally constituted actions to enable intercooperative relationships, but which enable interactions between cooperativism agents, express a greater influence on intercooperation to the detriment of institutional actions constituted for this purpose, mainly through activities that enable the integrated participation of cooperatives linked to different sectors.

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

This said, it was identified that the Spanish structuring organizations exert more expressive influence to facilitate intercooperative relations through the assemblies carried out for representation and cooperative defense. Moreover, in the Brazilian context, the role of structuring organizations in stimulating intercooperation is mainly through technical and managerial courses and training.

These changes observed may be related to the distinct structure of promotion and development of cooperativism between the two countries, as previously presented. Spanish structuring organizations emphasize the representation and cooperative defense, with the direct participation of cooperatives linked to it, as can be observed in the following excerpts of interviews with Spanish structuring organizations:

> Most [Structuring Organizations] provide advice, guidance, help, updating regulations, all services related to cooperative operation. Our role is in the field of development and regulatory; to represent cooperativism and interact with the organs of the political sphere. A more representative role.

> [Structuring Organization] carries out activities and actions through programs financed by the collective administration. There are improvement programs, continuous training line for cooperatives. The most important is the level of representativeness.

Thus, the representation actions are carried out with the participation of the cooperatives in the assemblies. Therefore, the achievement of these assemblies allows interaction between the different cooperatives linked to the structuring organization.

In the Brazilian context, structuring organizations also have the function of cooperative representation, according to an excerpt from interviews:

> The [Structuring Organization] is a very political institution, representing cooperatives politically, unionized, economically, today we have been working hard on this issue of political representation.

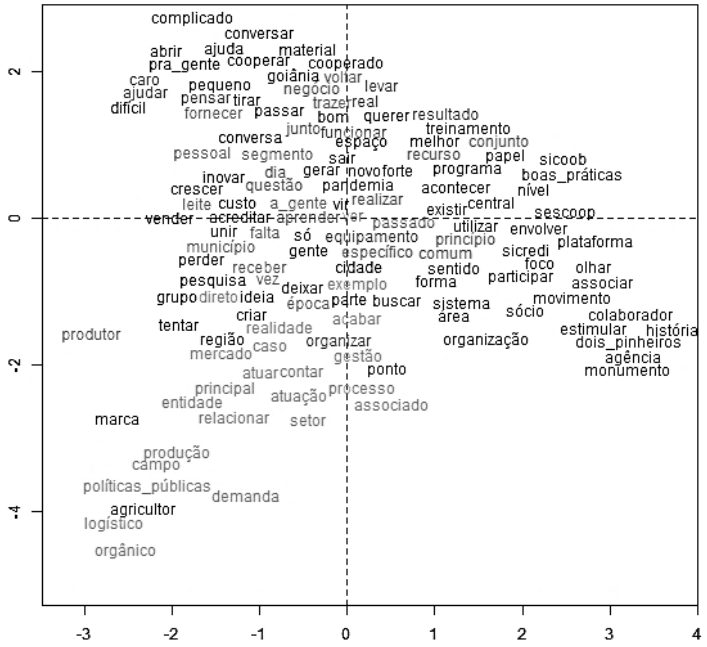
However, meetings and assemblies in which cooperatives participate are not seen as a relevant possibility of intercooperation, as shown in the following interview with the cooperative:

> About [Structuring Organization], I've been in the last meetings of the president of cooperatives, the conversation is always the same in the last 10 years: 'we have to intercooperation', we have to do it but nobody joins the group to do it, where can I enter.

In this sense, it was observed that Brazilian structuring organizations contribute, in a more expressive way, to the achievement of intercooperative relationships through the realization of courses and training, enabling the participation of managers and employees of different cooperatives and segments of cooperativism, as can be observed in the segments of interviews presented in Table 2.

4.2. *Confirmatory Factor Analysis (CFA)*

To identify the elements that influence the achievement of intercooperative relationships and, moreover, expand the analysis regarding the role of structuring organizations in facilitating such relationships, confirmatory factor analysis (CFA) was performed from the interviews conducted with the representatives of the cooperatives investigated in Brazil and Spain, as well as the integrated analysis between the two countries. The following figures illustrate these analyses.

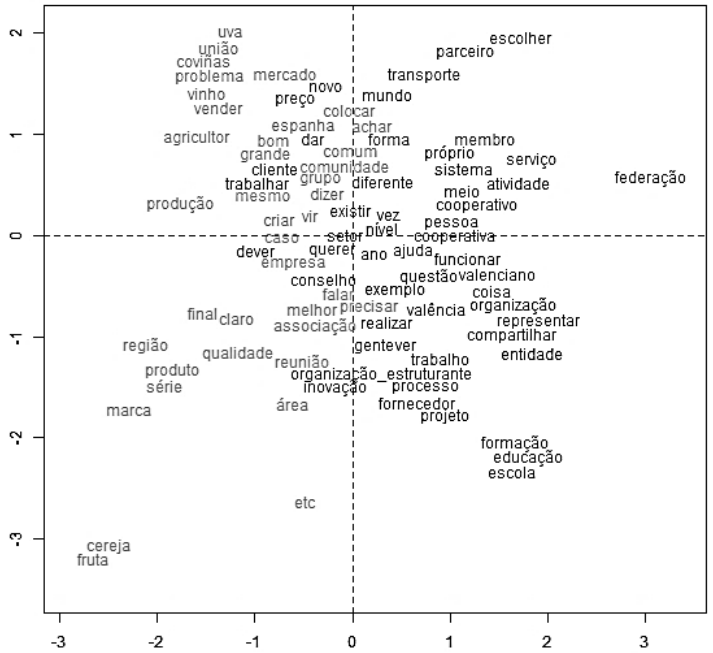


Source: Prepared by the authors.

Figure 1

CFA Coop. Brazil

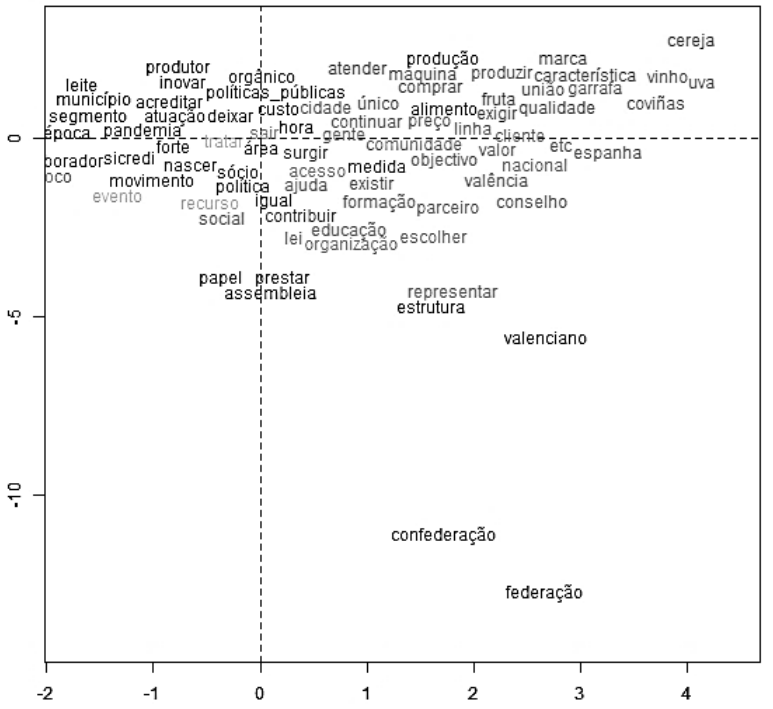
Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es



Source: Prepared by the authors.

Figure 2

CFA Coop. Spain



Source: Prepared by the authors.

Figure 3

CFA Coop. Brazil and Spain

To the left of the horizontal axis of the first two figures, business/product aspects are emphasized (e.g., provide, cost, business, brand, logistics, production, demand, product, quality), and on the left, the emphasis is on cooperative elements (e.g., central, sescoop, principle, movement, history, two pine trees, federation, cooperative, member, structuring organization).

In this sense, the aspects specified in the horizontal axis of the CFA point to the different emphasis given by cooperatives with regard to their hybrid character, which involves, as pointed out by Fauquet (1941), characteristic elements of the cooperative as a company and as an association, which are linked, respectively, to its economic function, and its function as an organization of people, therefore, the cooperative function integrates both functions.

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

Although in the vertical sense, it is observed that the pattern identified in Figures 1 and 2 is maintained in the factor analysis involving the two countries (Figure 3), that is, the hybrid function of the cooperative is observed. Therefore, it is possible to check at the top of the chart the emphasis given to the function of the cooperative to the business/product (for example, segment, performance, production, brand, buy, cost, quality, price) and at the bottom cooperativist as elements (e.g., movement, assembly, social, community, council, represent, confederation, federation). In this sense, the findings corroborate Fauquet's (1941) study on the hybrid function of the cooperative (as a business and as an association of people).

On the other hand, it was identified, from the empirical findings, that some cooperatives distance themselves from their cooperative function, presenting a characteristic of mostly business.

Thus, it is inferred that cooperatives can be characterized in two distinguishing traits, which are: i) emphasis on their economic function and ii) emphasis on their cooperative function.

In order to analyze the role of structuring organizations in facilitating intercooperation relations, it was identified in the CFA that these (structuring) organizations were more expressively linked to the second characteristic, that is, to cooperatives that have greater emphasis on their function. cooperative. Therefore, its performance represents a greater influence on cooperatives that have such characteristics.

This can be explained by the inexpressiveness of relations undertaken with the organizations that work in the structure of cooperativism, expanding the links with support organizations specific to the segment to which the cooperative belongs.

It is worth mentioning that cooperatives that have a greater organizational capacity have elements that enhance the achievement of intercooperative relationships. For example, in the context of the cooperatives investigated that have the greatest organizational capacity, the achievement of relationships occurs through the history and performance of the cooperative itself, as can be observed in the following excerpt:

> We receive [visits from other cooperatives] to see the history of our cooperative and the management model. Our cooperative is very targeted in the area of innovation, it is highly regarded [and] very advanced on this agenda.

Furthermore, it was found that the segment's cooperative systems, that is, higher-level entities that have economic functions, such as cooperative unions (for example, Sicredi and Sicoob), act in facilitating in-

tercooperative relationships. Therefore, these entities can play a substitute role to the structuring organization regarding the feasibility of cooperation between cooperatives.

These cooperative systems in the segment enable formal relationships, for example, unification of services, strategic alignment, and operational articulations. These aspects can be observed in the following excerpts from interviews carried out with representatives of cooperatives:

> Organized in central directly, we already exercise a lot this issue of intercooperation, because the central is nothing more than a service centralization, so to the extent that it centralizes marketing services, accounting, controllership, in short, a series of services that are necessary to all cooperatives that are part of it, it ends up acting as a cost reducer, all this ends up being a collective action between these singulars.
>
> The relationship with other cooperatives takes place in several dimensions, the first of which is directly related to the cooperatives themselves that operate within the same system that is System x, then through a central at the first moment that we articulate, combine, study, analyze, deliberates on various matters related to the operational and strategic aspects of the cooperative.

Moreover, these cooperative systems enable formal relationships that influence the performance of other cooperatives, as pointed out in the following excerpts:

> It is very easy for us to exchange figures, because we consider ourselves co-sisters. Although there are many cooperatives from the same plant and even from other plants orbiting, sometimes in the same physical space, we don't, definitely not, look directly at ourselves as competitors, we are partners, we are co-sisters. If someone finds it interesting and if they want to use the same platform, feel free, it's available.

> This [technological tool] worked so well that even this tool, which is not systemic, is now starting to be used by other cooperatives in the system.

In this sense, cooperatives that do not have their own elements that enable the achievement of intercooperative relations (such as, for example, relevant reputation in terms of management/innovation, or do not integrate national systems of the cooperative segment), the need for action and intermediary actors, such as structuring organizations, is expanded.

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

It is worth emphasizing that even though some segments of cooperativism present, more broadly, a greater development of their organizational capacity (such as, for example, cooperatives in the credit and health segments), and in addition, other sectors are seen as lacking significant capacities. management (for example, work and transport segment), it is not possible to say that the achievement of inter-cooperative relationships and the role of structuring organizations are specifically linked to certain segments; this is due to the fact that cooperatives (from both sectors) present higher or lower levels of development of their organizational capacity.

Therefore, these influences are related to the emphasis given by the cooperative, in a specific way, to the economic function or its cooperative function, as well as to its organizational capacity, regardless of the segment to which the cooperative belongs.

When relating the subcategories presented in Table 2 with the quadrants of the CFA, it is highlighted that the first and fifth subcategories (Commercialization Campaign and Visitation Programs) are more expressively linked to cooperatives that emphasize their cooperative function. . Therefore, it is understood that institutional marketing campaigns and visitation programs developed by structuring organizations have a greater effect on cooperatives that emphasize their cooperative role.

5. **Discussion**

From the results of the research, it is observed that structuring organizations can enable intercooperation through their activities deliberately constituted for this purpose, but more expressively, through services provided that have different primary objectives (e.g., visitation campaigns, courses and training, meetings and cooperative defense assemblies) and that enable interactions between representatives of cooperatives.

Thus, from the actions of structuring organizations, cooperatives can develop relationships to achieve integrated actions, as well as these organizations can act as intermediaries so that cooperatives are linked to other cooperative actors of 1st and/or 2nd degree.

This occurs considering that these structuring organizations can act as intermediaries between two or more cooperatives not directly related; this situation was investigated by Burt (1992), with emphasis on the so-called structural holes, which refer to the lack of direct relationship between two actors, therefore, there is a need for a third actor to enable the connection of the unrelated parties directly.

It is worth noting, however, that it was observed that this influence of structuring organizations in the viability of intercooperative relationships is maximized in cooperatives that emphasize their hybrid function and not exclusively their economic function.

Thus, the influence of hybrid function can be explained from the studies by Puusa *et al.* (2013) and Zamagni and Zamagni (2010),which point out that an expressiveness of cooperatives have presented characteristics increasingly similar to traditional forms of enterprise, to the detriment of the original cooperative principles and thus have distanced themselves from their identity.

It is emphasized that cooperatives present hybrid identity and characteristic (Foreman & Whetten, 2002; Leite, 1982; Sartorelli, *et al.*, 2019), both in the management structure and in the socioeconomic objectives, which can influence the achievement of intercooperative actions, since, as Foreman & Whetten (2002) points out,organizations with hybrid identity (as is the case of cooperative organizations), many members will identify with the different characteristics of this identity and thus may incur competing and opposing objectives.

In this sense, there may be a deadlock on the part of the members of the cooperatives regarding their dual nature, since, as explained by Puusa *et al.* (2013) , although members demand financial returns and the delivery of goods and services necessary for their operations, there are also among the purposes of cooperativism the achievement of social and non-economic objectives, characteristics that are elements that do not coexist in a trivial way.

Thus, these different classes of objectives have consequences in the organizational aspects of cooperatives. This is because, according to Zamagni and Zamagni (2010), when there is an excessive predominance in business or social aspects, there is an economic decline and marginalization of cooperative status and, thus, whenever one of these aspects is depressed to the detriment of the other the cooperative loses its identity.

Thus, this duality, which distinguishes cooperatives from other business organizations (Puusa *et al.*, 2013), influences the performance of structuring organizations, since these organizations act in the promotion, development and harm of cooperative interests (Božić *et al.*, 2019; Novkovic & Golja, 2015; Ruano, 2018). Thus, cooperatives with emphasis on their economic function will tend to link, more expressively, to entities that work in sectoral or business development, being linked secondarily to cooperative organizations.

Moreover, the influence of structuring organizations on intercooperation is minimized in the context of cooperatives with more widely

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

developed organizational capacities, since, in this circumstance, intercooperation derives, in an expressive way, from the historical organizational structure, and/or social capital developed over the years by the cooperative.

Aspects that can be more clearly observed in the example of one of the cooperatives investigated, in which the role of facilitating intercooperative relations is widely exercised by the national systems of the credit segment, and also by the consolidation of an important reputation (since it is the first credit cooperative in Latin America, as well as, a certain notoriety was built with regard to the management and innovation), which enables the interest of other cooperatives in linking to them. This was observed by Davis and Bialoskorski Neto (2010) when they pointed out that the members of the cooperative council and elected representatives react in a way that is oppressive to historical facts.

Therefore, these unique historical conditions relate to the theoretical approach "*Path Dependence*" (Arthur, 1994; Arthur, Ermoliev, & Kaniovski, 1987), suggesting that the specific and unique trajectory traveled by the cooperative will be complexly replicated by other organizations, since it will not be possible to access them without the necessary trajectory to be undertaken; therefore, it is a specific condition that facilitates intercooperative relationships and, as pointed out by *resource-based view theorists* (Barney, 1991; Dierickx & Cool, 1989), provides an opportunity to sustain an advantageous competitive position.

It is worth noting that reputation exerts an expressive influence on the achievement of cooperative relationships, primarily because of the possibility of an actor benefiting from his partner's reputation (Lavie, 2006; Saxton, 1997), through the credibility generated by this relationship, or even by the possibility of obtaining indirect trust from other actors that the partner has relevant knowledge and/or skills (Nahapiet & Ghoshal, 1998); finally, by minimizing possible opportunistic or inappropriate behavior, since these actions, as Granovetter (1985) and Putnam (2006) points out , may generate collective sanctions that, in turn, may reflect on their credibility. Therefore, reputation is framed as a relevant informal governance mechanism, reducing transaction costs and encouraging cooperative relationships (Dyer & Singh, 1998; Yu *et al.*, 2006).

Therefore, in the absence of such elements of organizational capacity (own national cooperative systems, and significant reputation with regard to history, management, innovation, etc.), the influence of structuring organizations on the achievement of intercooperation relations is expanded.

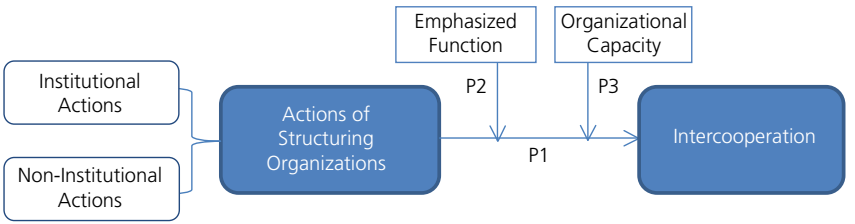
In this way, the following propositions are presented:

Proposition 1: Structuring organizations exert influence over intercooperation (with institutional and non-institutional actions).

Proposition 2: The influence of structuring organizations on intercooperation is moderated by the emphasized function (hybrid or economic).

Proposition 3: The influence of structuring organizations on intercooperation is moderated by the organizational capacity of the cooperative.

Figure 4 illustrates the theoretical model developed from the propositions.



Source: Prepared by the authors.

Figure 4

Proposed Theoretical Model

Based on the proposed model, itis highlighted that the role of structuring organizations is significantly relevant to the achievement intercooperative relations, through institutional and non-institutional actions to encourage intercooperation, favoring the expansion of such relationships through the mediation performed between the actors that are not directly connected.

It is noteworthy, however, that the moderating effects exerted by the emphasized function (economic or cooperative) and the organizational capacity in the influence of structuring organizations on intercooperation occurs due to the fact that cooperatives that have a broad professionalization and an expressive institutional development (such as participation in relevant national cooperative systems of the segment, broad reputation with regard to management, etc.) have greater capacity to develop other intercooperative relationships and, therefore,

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

a lower requirement of the actions of structuring organizations to facilitate these relationships.

6. **Conclusion**

One of the main roles that structuring organizations can play is to act as intermediaries with cooperatives with less institutional development.

Thus, the present study sheds light on the principle of cooperation between cooperatives and the role of structuring organizations, thus enabling an advance in the literature on interorganizational relations, strategy, and cooperative management, providing a valuable contribution to both academic contexts. Furthermore, the study provides a greater practical understanding of the aspects that influence intercooperation.

The study has as limitation the fact that the investigation takes itself specifically in four segments of cooperativism, as well as involving two countries.

It is suggested, therefore, that the theoretical model presented in the present study be tested in contexts of other segments of cooperativism, as well as through quantitative methods; in addition, from the objective of the present study, a comparative research involving other countries is done.

References

ALVES, Wiliam, Paula Ferreira, y Madalena Araújo. 2019. "Mining Co-operatives: A Model to Establish a Network for Sustainability". *Journal of Co-operative Organization and Management* 7 (1): 51-63.

ARRUDA, Adans Gustavo de Souza, Ana Cristina de Faria, Maria do Carmo Romeiro, y Fernando Cesar Fernandes. 2017. "Hybrid Governance Structures in Networks of Brazilian and Canadian Credit Cooperatives from the Perspective of Transaction Cost Theory". *Revista de Administração da UFSM* 10 (6): 1101-1121.

ARTHUR, W. Brian. 1994. *Increasing Returns and Path Dependence in the Economy*. Ann Arbor: University of Michigan Press.

ARTHUR, W. Brian, Yuri M. Ermoliev, y Yuri M. Kaniovski. 1987. "Path-Dependent Processes and the Emergence of Macro-Structure". *European Journal of Operational Research* 30 (3): 294-303.

BALESTRIN, Alsones, y Jorge Verschoore. 2016. *Redes de cooperação empresarial: Estratégias de gestão na nova economia*. 2.ª ed. Porto Alegre: Bookman.

BARDIN, Laurence. 2016. *Análise de conteúdo*. 3.ª ed. São Paulo: Edições 70.

BARNEY, Jay B. 1991. "Firm Resources and Sustained Competitive Advantage". *Journal of Management* 17 (1): 99-120.
BIRCHALL, Johnston. 2011. "A 'Member-Owned Business' Approach to the Classification of Co-operatives and Mutuals". *Journal of Co-operative Studies* 44 (2): 4-15.
BOŽIĆ, Jelena, Ivan Šprajc, y Aleksandar Srbljinović. 2019. "Croatian Co-operatives' Story of Revival: Overcoming External Obstacles". *Journal of Co-operative Organization and Management* 7 (2): 1-10.
BRUMMER, Visnja, Carsten Herbes, y Nicole Gericke. 2017. "Conflict Handling in Renewable Energy Cooperatives (RECs): Organizational Effects and Member Well-Being". *Annals of Public and Cooperative Economics* 88 (2): 179-202.
BURT, Ronald S. 1992. *Structural Holes: The Social Structure of Competition*. Cambridge: Harvard University Press.
CAPALONGA, Gladis, Carlos Alberto Diehl, y Fabiano Arnaldo de Mamann Zanini. 2014. "Estratégias percebidas sob el foco da teoría de posicionamento estratégico, visão basada em recursos, missão estratégica e tipología organizacional". *Brazilian Business Review* 11 (3): 29-55.
COLEMAN, James S. 1990. "Social Capital". En *Foundations of Social Theory*, 300-322. Cambridge: Harvard University Press.
CONTO, Michele de, y Paulo Roberto Londero. 2018. "Economic Participation of Members: The Legal and Accounting Treatment of Social Capital in Brazilian Legislation". *Boletín de la Asociación Internacional de Derecho Cooperativo*, n.º 53: 157-171.
DAVIS, Peter, y Sigismundo Bialoskorski Neto. 2010. "Governance and Management of Social Capital in Cooperatives: A Value-Based Approach". *ESAC Solidarity Economy and Cooperative Action* 5 (1): 1-24.
DIERICKX, Ingemar, y Karel Cool. 1989. "Asset Stock Accumulation and Sustainability of Competitive Advantage". *Management Science* 35 (12): 1504-1511.
DYER, Jeffrey H., y Harbir Singh. 1998. "The Relational View: Cooperative Strategy and Sources of Interorganizational Competitive Advantage". *The Academy of Management Review* 23 (4): 660-679.
FAUQUET, Georges. 1941. "The Co-operative Sector: An Essay on Man's Place in Co-operative Institutions and Their Place in Economic Life". *Annals of Public and Cooperative Economics* 17 (2): 342-369.
FOREMAN, Peter, y David A. Whetten. 2002. "Members' Identification with Multiple-Identity Organizations". *Organization Science* 13 (6): 618-635.
GRANOVETTER, Mark. 1985. "Economic Action and Social Structure: The Problem of Embeddedness". *American Journal of Sociology* 91 (3): 481-510.
HERNÁNDEZ-NIETO, Rafael. 2002. *Contributions to Statistical Analysis*. Mérida: Universidad de los Andes.
KALE, Prashant, Jeffrey H. Dyer, y Harbir Singh. 2002. "Alliance Capability, Stock Market Response, and Long-Term Alliance Success: The Role of the Alliance Function". *Strategic Management Journal* 23 (8): 747-767.

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

KLEANTHOUS, Antigoni, Rob A. Paton, y Fiona M. Wilson. 2019. "Credit Unions, Co-operatives, Sustainability and Accountability in a Time of Change: A Case Study of Credit Unions in Cyprus". *International Journal of Social Economics* 46 (2): 309-323. https://doi.org/10.1108/IJSE-06-2017-0231.

LAVIE, Dovev. 2006. "The Competitive Advantage of Interconnected Firms: An Extension of the Resource-Based View". *Academy of Management Review* 31 (3): 638-658.

LEITE, Joaquin Silva. 1982. *Cooperação e intercooperação*. Lisboa: Livros Horizonte.

LORANGE, Peter, y Johan Roos. 1996. *Alianças estratégicas: Formação, implementação e evolução*. São Paulo: Atlas.

MARSDEN, Peter V. 1982. "Brokerage Behavior in Restricted Exchange Networks". En *Social Structure and Network Analysis*, editado por Peter V. Marsden y Lin Nan. Thousand Oaks: SAGE Publications.

MARTINS, Daniela Maria, Ana Cristina de Faria, Luiz Carlos Prearo, y Adans Gustavo de Souza Arruda. 2017. "The Level of Influence of Trust, Commitment, Cooperation, and Power in the Interorganizational Relationships of Brazilian Credit Cooperatives". *RAUSP Management Journal* 52 (1): 47-58. https://doi.org/10.1016/j.rausp.2016.09.003.

MEIRA, Deolinda, Ana Maria Bandeira, y Patricia Ávida. 2018. "Literacy in the Cooperative Sector Evaluated Through the Reserve for Cooperative Education and Training". *CIRIEC-España, Revista de Economía Pública, Social y Cooperativa*, n.º 94: 61-89. https://doi.org/10.7203/CIRIEC-E.94.12733.

MWITA, Kelvin M. 2019. "Implementation of the Fifth Co-operative Principle (Education, Training & Information) in Tanzania Savings and Credit Co-operative Societies (SACCOS): Experience from Moshi Rural Teachers' SACCOS and Wazalendo SACCOS". *Indian Journal of Commerce & Management Studies* 10 (3): 16-23.

NAHAPIET, Janine, y Sumantra Ghoshal. 1998. "Social Capital, Intellectual Capital, and the Organizational Advantage". *The Academy of Management Review* 23 (2): 242-266.

NELSON, Torsten, Teresa Nelson, Benjamin Huybrechts, Frédéric Dufays, Nicole O'Shea, y Giorgio Trasciani. 2016. "Emergent Identity Formation and the Co-operative: Theory Building in Relation to Alternative Organizational Forms". *Entrepreneurship & Regional Development* 28 (3-4): 286-309.

NOVKOVIC, Sonja, y Tripo Golja. 2015. "Cooperatives and Civil Society: Potential for Local Cooperative Development in Croatia". *Journal of Entrepreneurial and Organizational Diversity* 4 (1): 153-169.

OCZKOWSKI, Edward, Branka Krivokapic-Skoko, y Keri Plummer. 2013. "The Meaning, Importance and Practice of the Co-operative Principles: Qualitative Evidence from the Australian Co-operative Sector". *Journal of Co-operative Organization and Management* 1 (2): 54-63. https://doi.org/10.1016/j.jcom.2013.10.006.

PÖNKÄ, Ville. 2019. "The Legal Nature of Cooperative Membership". *Journal of Entrepreneurial and Organizational Diversity* 7 (2): 39-61. https://doi.org/10.5947/jeod.2018.009.

PUTNAM, Robert. 2006. *Comunidade e democracia: A experiência da Itália moderna*. 5.ª ed. Rio de Janeiro: FGV.

PUUSA, Anu, Kaisa Monkkonen, y Aino Varis. 2013. "Mission Lost? Dilemmatic Dual Nature of Co-operatives". *Journal of Co-operative Organization and Management* 1 (1): 6-14. https://doi.org/10.1016/j.jcom.2013.06.002.

RING, Peter Smith, y Andrew H. Van de Ven. 1992. "Structuring Cooperative Relationships Between Organizations". *Strategic Management Journal* 13 (7): 483-498.

—. 1994. "Developmental Processes of Cooperative Interorganizational Relationships". *Academy of Management Review* 19 (1): 90-118. https://doi.org/10.5465/AMR.1994.9410122009.

RIVERA, Mark T., Sara B. Soderstrom, y Brian Uzzi. 2010. "Dynamics of Dyads in Social Networks: Assortative, Relational, and Proximity Mechanisms". *Annual Review of Sociology* 36 (1): 91-115.

SÁNCHEZ PACHÓN, Luis Alberto. 2015. "Modalidades de integración y colaboración de las cooperativas en Castilla y León y perspectivas de desarrollo". *Revista Jurídica de Castilla y León*, n.º 36: 1-41.

SÁNCHEZ-RUANO, Antonio José. 2018. "La intercooperación representativa en España: Evolución y expansión". *REVESCO, Revista de Estudios Cooperativos*, n.º 126: 133-153. https://doi.org/10.5209/REVE.59768.

SARTORELLI, Amanda, João Armando Dessimon Machado, y Lucir Reinaldo Silva. 2019. "Transações e estruturas de governança em organizações cooperativas na atividade leiteira do território Cantuquiriguaçu". *Grifos* 28 (46): 9-31.

SAXTON, Todd. 1997. "The Effects of Partner and Relationship Characteristics on Alliance Outcomes". *Academy of Management Journal* 40 (2): 443-461. https://doi.org/10.2307/256890.

SCHREIBER, Dusan, Ursulina Terezinha Ermel, Jose Antonio Valle Antunes Junior, y Alexandre Zeni. 2016. "Analysis of Innovation and Its Environmental Impacts on the Chemical Industry". *Brazilian Administration Review* 13 (1): 56-75.

TAK, Sarah. 2017. "Cooperative Membership and Community Engagement: Findings from a Latin American Survey". *Sociological Forum* 32 (3): 566-586. https://doi.org/10.1111/socf.12349.

TREMBLAY, Eric, Afton Hupper, y Timothy M. Waring. 2019. "Co-operatives Exhibit Greater Behavioral Cooperation Than Comparable Businesses: Experimental Evidence". *Journal of Co-operative Organization and Management* 7 (2): 100092.

VO, Stephanie. 2016. "Concern for Community: A Case Study of Cooperatives in Costa Rica". *Journal of Community Practice* 24 (1): 56-76. https://doi.org/10.1080/10705422.2015.1127304.

WAGEMANS, Daan, Christian Scholl, y Michiel Vasseur. 2019. "Facilitating the Energy Transition: The Governance Role of Local Renewable Energy Cooperatives". *Energies* 12 (21): 4171. https://doi.org/10.3390/en12214171.

WALKER, Gordon, Bruce Kogut, y Weijian Shan. 1997. "Social Capital, Structural Holes and the Formation of an Industry Network". *Organization Science* 8 (2): 109-125. https://doi.org/10.1016/b978-0-7506-7222-1.50013-1.

Boletín de la Asociación Internacional de Derecho Cooperativo
ISSN: 1134-993X • ISSN-e: 2386-4893, No. 69/2026, Bilbao, págs. 165-193
doi: https://doi.org/10.18543/baidc.3471 • https://www.baidc.deusto.es

WORLD COOPERATIVE MONITOR. 2019. *Exploring the Cooperative Economy: 2019 Report*. Euricse / International Cooperative Alliance.

YACOB, Yusrina, Jamaliah Said, Rosli Mohamad, y Hiram Ting. 2018. "The Relationships Between Member Participation, Trust, Behavioural Loyalty, and the Moderating Effect of Ethnicity: An Explanatory Study of Value Co-creation Among Cooperative Members in Sarawak". *International Journal of Business and Society* 19 (2): 505-522.

YU, Chwo-Ming Joseph, Tain-Jy Liao, y Zong-De Lin. 2006. "Formal Governance Mechanisms, Relational Governance Mechanisms, and Transaction-Specific Investments in Supplier-Manufacturer Relationships". *Industrial Marketing Management* 35 (2): 128-139. https://doi.org/10.1016/j.indmarman.2005.01.004.

ZAMAGNI, Stefano, y Vera Zamagni. 2010. *Cooperative Enterprise: Facing the Challenge of Globalization*. Cheltenham: Edward Elgar Publishing.