

THE IMPACT OF CAPITAL AND SOCIAL AND COLLABORATION ON MOROCCAN COOPERATIVES LONGEVITY: EXPLORATORY STUDY

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Abstract: The primary objective of this study is to examine the relationship between the social capital dimension and cooperatives' longevity and whether the collaboration (Information sharing, resource sharing, dedicated investments, joint relationship efforts) has a mediating effect on the relationship between the dimensions of social capital and cooperatives' longevity. This paper uses a qualitative study to analyze the conceptual model. The results show that collaboration mediates the relationship between the social capital dimensions and cooperatives' longevity and reveal other variables that impact cooperatives' longevity as innovation.

Résumé: l'objectif principal de cette étude est d'examiner la relation entre la dimension du capital social et la longévité des coopératives et d'étudier l'impact de la collaboration (partage d'informations, partage des ressources, investissements dédiés, efforts conjoints de relation) sur la relation entre les dimensions du capital social et la longévité des coopératives. Pour ce faire nous avons réalisé une étude qualitative pour analyser notre modèle conceptuel. Les résultats montrent que la collaboration joue un rôle de médiation entre les dimensions du capital social et la longévité des coopératives et révèlent d'autres variables comme l'innovation.

Keywords: cooperatives, longevity, social capital dimensions, collaboration

Introduction

Cooperatives bring producers together to strengthen their power in the market and to face competition, they are considered to be an effective tool for socio-economic development. Consequently, organizations

and countries, including Morocco are taking measures and implementing policies that help encourage the cooperative movement to maximize its socio-economic benefits. The Ministry of Agriculture and Maritime Fisheries launched in 2008 a strategy called "Green Morocco Plan" (GMP), one of the pillars of which is to promote producers in professional organizations and make them a lever for development for the next 10 to 15 years. However, cooperatives still face challenges and problems impacting their success and sustainability.

The literature has addressed various difficulties related to the cooperative model. Economically and financially, cooperatives suffer from underinvestment and the absence of external funding. Also, the majority of cooperatives are very small compared to other types of organizations. Thus, cooperatives rely on the quality of its management, which represents an important pillar for their successes. It is, therefore, necessary to have qualified managers who are aware of the culture and values of the cooperative (Bretos and Marcuello 2017). All of these factors can contribute to the failure of many cooperatives. Cooperatives are a governance structure based on social capital (Valentinov, 2004). Social capital is generally considered valuable for organizations. The positive impact of social capital on cooperatives is confirmed. However, empirical studies on social capital in cooperatives are rare (Liang et al, 2018). This article examines the impact of social capital on the longevity of cooperatives. The fieldwork that supports this research is a qualitative study based on a series of in-depth interviews with

different presidents of Moroccan cooperatives.

The rest of the document is organized as follows: Section 1 provides a theoretical framework relating social capital to the longevity of cooperatives. Section 2 presents how the empirical survey was conducted, and the results are presented in Section 3. Finally, conclusions and limitations are drawn in Section 4.

I. Theoretical framework

To have a better understanding of our problem, we carried out a literature review on social capital, its dimensions, and collaboration.

1 Social capital

The social capital theory includes a multitude of concepts such as trust, networks, norms, reciprocity, and social interaction. Social capital is considered as a set of resources available to individuals and communities resulting from networks (Yu and Nilsson 2018). Researchers generally take two different approaches. The first considers social capital as a public good (Coleman, 1990; Putnam, 1993), while the other views social capital as an individual good that can be collected by a person (Bourdieu, 1986; Burt, 1997).

Coleman and Putnam analyze social capital from a global perspective (Aguilar and Sen 2009). Putnam (2000) perceives social capital as a concept that encompasses the social networks of individuals and the resulting norms of reciprocity and trust. Coleman (1988) defines social capital by its function, considering it as a variety of entities (trust, obligations, expectations, and flow of information) that enables certain actions for an individual within the

structure. On the opposite, Burt (1995) emphasizes that the weakest links have more potential to represent sources of new knowledge and resources. While Bourdieu (1980) Bourdieu “*treats social capital as resources that accrue to an individual or a group by possessing a durable network of the relationship of mutual acquaintance and recognition*”. Social capital researchers have extended the concept of an individual asset to a characteristic of communities and even nations. Based on the above, there seems to be a plethora of contradicting theories attempting to grasp the true meaning of social capital. Social capital is applied to several phenomena and in various contexts (Portes 1998). The fact that the concept of social capital can be applied at different levels of the social hierarchy means that several definitions have been proposed. This study focuses on social capital at the organizational level.

Cooperatives are affected by various problems, namely common property, the horizon problem, and the portfolio problem (Borgen et al 2016). Social capital plays a major role in addressing cooperative challenges due to their social characteristics (Nilson et al., 2012). Zhou et al (2018) studied the influence social capital has on the way farmers use chemicals. Liang et al (2018) conducted an exploratory study to find the link between social capital and formal governance in agricultural cooperatives. Tregear (2016) used social capital and collective action to examine a case of a producer cooperative in the Scottish crustacean sector, Muniady

et al (2015) conducted an empirical analysis to study the impact of the dimensions of social capital on the performance of micro-enterprises owned and managed by women in Malaysia. Yet, studies on cooperatives using a social capital perspective is still limited (Chlebicka and Pietrzak 2018). Besides, there is scarce literature on the contribution of social capital to the longevity of organizations (Tsai & Ghoshal 1998; Muniady et al 2015), and most existing literature explores primarily the manufacturing industry (Y.Park, Shin, & Kim 2010). As we have mentioned above, social capital is still an abstract construct. This explains why many studies do not directly measure social capital, but rather explore the source of social capital. The measurement of social capital is done through various ways in the literature, based on the objectives and the scale of the study (Gallaher et al., 2013; Krishna, 2002). Putnam (1993) provides a macro-level scale of measurement that encompasses: networks, trust, and norms. Macke and Dilly (2010) argue that social capital is a multidimensional concept and several authors base their work on Nahapiet and Ghoshal's (1998) conceptualization and solid framework. They divide social capital into three main dimensions: structural dimension, defined as network properties and interactions

within the network, relational dimension, referring to the personal and emotional ties of actors within a network, and finally the cognitive dimension, described as shared languages, values, interpretations, and codes. Krause, Handfield et al. (2007) used the three dimensions of social capital to study buyer-supplier relationship management. Avery (2010) used the three dimensional model to analyze the impact of social capital on supplier-buyer performance. Other scholars use bonding and bridging effects, such as Cao et al., (2015) who conducted a study about CEO social capital and entrepreneurial orientation of the firm. As stated by Bouma et al., (2008) field experiments such as trust games can also be a tool of social capital measurement. The definition and measurement of social capital in farmer cooperatives have not yet been broadly investigated, and there is little empirical evidence to support the concept in these organizations (Liang 2015). Furthermore, the validation of the link between collaboration and cooperatives' longevity could help confirm the value of pursuing collaboration between partners. The definition of Nahapiet and Ghoshal (1998) of social capital is suitable for our study since it unifies the two approaches to social capital. For this reason, we will refer to their analytical framework. This focus will preclude a deep examination of how

the social capital dimensions could contribute to cooperatives' longevity. This perspective has not played a large role in cooperatives' research.

The distinction between the three dimensions of social capital was difficult (Nahapiet and Ghoshal 1998). For this reason, they referred to the work of Granovetter (1992) to differentiate between the relational, structural and cognitive dimensions.

2 The relational dimension

The relational dimension is defined as the personal relationship, developed through interactions (Granovetter, 1992). This concept includes all aspects which have an impact on respect and friendship, sociability, acceptance, and prestige. We can have two parties in a network with similar positions but their reactions and, their attitudes can be different because of their behavioral component. The relational dimension indicates a personal relationship, including personal and emotional attachment. This dimension is based on standards, expectations, and obligations (Yim and Leem 2013). Relational assets are created based on unique relationships (Muniady 2015). The relational dimension is established by the trust (Yim 2013, Lin 2005; Nahapiet 1998; Uzzi 1996), commitment: (Avery 2010, Lin 2005; Uzzi 1996), socialization (Yim & Leem 2013 Cousins et al, 2006, Avery 2010) and reciprocity (Yim & Leem 2013 Lee 2005).

3 The structural dimension

According to Coleman (1990), the structural dimension is linked to the presence or lack of relationships between individuals, to the configuration of the network. The types of connections are illustrated, with variables such as density, the configuration of the connectivity network, stability, and ties. Burt (1992) describes social capital as "who you reach and how you reach them". As indicated by Tsai and Ghoshal (1998), the structural dimension includes the social position of the actor and social interaction or social ties. This allows them to have easy access to opportunities, information, and knowledge. It refers to the properties of the network and the various personal links (Yim and Leem 2013). The structural dimension includes different variables: Network ties (Nahapiet and Ghoshal, 1998; Turner 2011, Rochelle 2011, Mercy 2013, Muniady 2015) Network appropriateness (Nahapiet 1998, Yim and Leem 2013); Network configuration (Nahapiet 1998, Yim and Leem 2013); and we will further include the stability of the relationship.

The structural dimension builds trust between partners and encourages behavioral transparency between partners (Li et al 2014). It also stimulates relational capital such as trust, commitment, and socialization (Leem 2017). We can see that the structural dimension strengthens the relational dimension.

4 the cognitive dimension

The cognitive dimension refers to the third dimension of Social Capital: the resources generated by shared visions, interpretations and systems of meaning, mainly shared codes and narratives, values and other cultural elements between the actors (Nahapiet and Ghoshal, 1998). In other

words, it relates to a common understanding of the collective orientation and mission of the organization. The cognitive dimension allows networks and organizations to create unique terms, acronyms, and interpretations of numbers and concepts (Muniady et al., 2015). The cognitive dimension is the least studied of the three. The cognitive dimension includes characteristics such as shared organizational values and visions (Yim & Leem 2013; Krause Handfield et al 2017; Lin, 2005; Tsai and Ghoshal, 1998); common destiny (Yim & Leem 2013), common objectives (Zhou 2018) shared code and languages (Nahapiet and Ghoshal 1998) Given the concept of cooperatives, we will add solidarity as another variable.

The shared values and objectives and the other attributes of the cognitive dimension cultivate trust and thus strengthen relational capital (Leem 2017). Following this discussion, we notice that the cognitive dimension strengthens the relational dimension.

5 The collaboration

Collaboration is conceptualized as different companies or entities committed in the relationship to share improved results and benefits (Claudine and Paul 2015). Olorunniw and Li (2010) consider collaboration as a relationship between autonomous business entities based on openness and trust, where risks, rewards, and costs must be shared. Togar and Sridharan et al, (2002) describe the collaboration of two or more members aimed at satisfying the needs of end customers through information sharing, joint decisions, and benefit-sharing. Whipple et al. (2010) define collaboration as a long-term relationship allowing the

parties to improve their performance. Hudnurkar et al (2014) identified in the literature the factors influencing the success of the collaboration. For example, the commitment of members to make efforts to develop a lasting relationship, trust, information sharing, process integration and the extent to which chain members will organize their processes, alignment of operations and fair cost/benefit sharing Walter (2003), Fynes et al, (2005), Nyaga et al, (2010) Simptupang and Sridharan (2008) Fawcett et al (2011). The collaboration is based on different activities. Information sharing, dedicated investments (Badraoui 2018, Nyaga et al 2010, Abbad 2008), and resource sharing include human and financial resources (Badraoui 2018, Zhang and Cao, 2018). Given the above discussion, we retain the following elements of collaboration for our conceptual model: information sharing, resource sharing, dedicated investments, and joint relationship efforts. Our decision is motivated by the fact that other factors such as trust and commitment are retained in relational capital. We advocate that collaboration involves cooperative members engaged in a relationship that aims to share improved results and benefits. To achieve these performance improvements, cooperative members must reach an appropriate level of trust, share critical information, make joint decisions and, if necessary, integrate supply chain processes (Sossay et al 2015). To achieve successful collaboration, Yim & Leem (2013) believes that members need high relational capital. This leads us to find that relational capital leads to successful collaboration. Therefore, it mediates between the other dimensions of social capital and collaboration.

6 collaboration and satisfaction

Longevity is defined as how the company can (or must) adapt its behavior and practices to allow for continued growth and prosperity Mignon (2008). Elliot (2018) defined longevity as a balance to ensure that the choices of members cannot be changed. Also, he suggests that the concept is linked to the way cooperatives react and adapt to a changing environment. The main objective of forming cooperatives is to meet the needs of its members. Dissatisfied members dissolve the cooperative entirely or often choose other forms of governance such as bilateral or collective contracts (Hendrikse and Binjman 2002, Binjman and Hendriske 2003, Fulton and Hueth 2009). Therefore, we could conclude that the longevity of cooperatives depends on the satisfaction of their members. Satisfaction can be measured at the economic and relationship level (Badraoui 2018, Zacharia et al., 2009). Satisfaction with the result includes the development of the product or service offered by the cooperative, improved results and satisfying expectations. Relationship satisfaction means member satisfaction with all aspects of the relationship.

Wu and Chiu (2018) a successful collaboration creates a feeling of satisfaction among the partners. When partners invest in specific assets, share reliable information, perform joint relationship efforts, such as collective planning and problem-solving, and exchange resources, which results in great satisfaction with the relationship. And Min et al (2008) argue that information sharing, resource sharing, and joint relationship efforts lead to better results. We can

deduce that successful collaboration leads to satisfaction of results and relational satisfaction and that collaboration mediates the positive relationship between satisfaction and the dimensions of social capital.

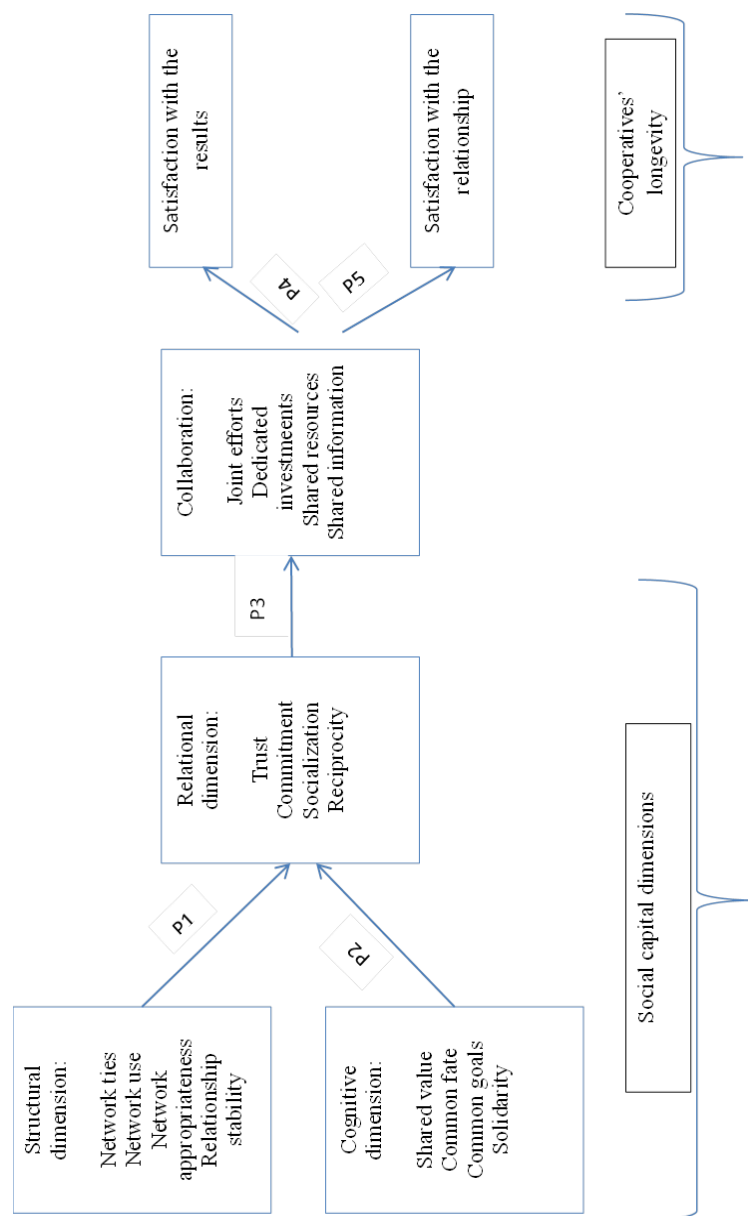


Figure 1 Conceptual Model

II. Field study

1 Methodology

The model we are proposing requires an empirical research to test the theoretical findings; we thereby conducted a qualitative study among Moroccan cooperatives' members.

Interviews are the most used approach for collecting data in qualitative research. They are particularly useful for discovering the story behind a participant's experiences. Researchers ask several questions to get information on a topic or to explore more answers or results. The researcher must plan and decide the format of the interview before collecting the data (Doody 2013). The semi-structured interview is the most common type used in qualitative research. These are predetermined questions, where the researcher is free to ask for clarification. An interview guide (Appendix) is developed to collect similar types of data from all participants (Bridges et al 2008, Holloway and Wheeler 2010, Doody 2013). During interviews, it is best to start with a question that the participant can easily answer, and then move on to more difficult or sensitive subjects. Understandable and relevant language to the interviewees should be used (Bryman and Cassel 2006).

We have conducted 8 in-depth interviews with different presidents in charge of Moroccan cooperatives. The interviews, which lasted an average of one hour, were conducted and recorded at the workplace of the interviewees. In some cases, the interviews were followed by guided tours with the interviewees. We asked members

open-ended questions regarding the dimensions of social capital, collaboration, and satisfaction of results, allowing us to discover the results discussed below. The interviews were scheduled according to the availability of the participants to ensure their commitment. We have reminded the participants that there are no right or wrong answers and that the purpose of the interview is to hear their experience.

Following these interviews, we transcribed the responses of the various participants. Then we brought out the most important verbatim and classified them by themes.

Cooperatives	Field of activity	Area	Size	Respondant function
Cooperative 1	Food industry	Rabat	5	President
Cooperative 2	Dehydrations	Rabat	5	President
Cooperative 3	Food industry and cosmetics	Sidi Kacem	16	President
Cooperative 4	Aromatic plants	Salé	5	President
Cooperative 5	Spices and hydrosols	Casablanca	5	President
Cooperative 6	spices	Meknes	13	President
Cooperative 7	beekeeping	Guercif	10	President
Cooperative 8	beekeeping	Kenitra, Ouezzan	5	President

Figure 2 cooperatives' description

2 Results and discussion

We proceeded to interpret the results factually by analyzing the information collected. This will help us compare the president's insights to our propositions.

2.1 the relationship between the structural dimension and the relational dimension

Strong links between partners allow the socialization process outside the workplace, which will generate stronger reciprocity and greater trust (Granovetter 1985). Avery (2010) indicates that the existence of social ties is necessary for the development of personal relationships. Co-op presidents agreed on the need to have family or friendship ties between members to ensure trust, commitment, socialization and reciprocity between them. "Trust is quite high because all of the members know each other on a personal level" (R1). "Belonging to the same family helps the cooperatives' members to stick together. Working with close family members builds trust" (R2). "The cooperative brings together people from the village that have been carefully chosen so they share a high level of trust" (R3). "The members of the cooperative belong to our acquaintance circle" (R4). "We are all from the same family which allows us to have a high level of socialization" (R5). "Having relatives in a cooperative is considered as an advantage because it affects trust and commitment" (R6). "The members of the cooperative are part of the same family or circle of acquaintances which leads to high trust" (R7). "The five members are well chosen, it is me" the

father ", my two children and my two cousins. We are a family cooperative" (R8)

Network configuration refers to the hierarchy, density, and connectivity that influence the exchange of resources (Inkpen and Tsang 2005). The configuration of the network has an impact on the nature of the relationships between members. Technically, it plays an important role in boosting trust, socialization, and commitment. According to the interviewees, the way the network is configured has a direct impact on the relational capital of the members. "The configuration of the network is essential for having trusted and committed partners" (R1). "The majority of the members are engaged because there is no hierarchy and they share the tasks equally. Everyone participates in any kind of activity there are no exclusions" (R2). "Working with members who dedicate their time to the cooperative and who work without reservations encourage them to do the same" (R5).

The appropriateness of the network makes it possible to use the relationships developed in one specific framework in another (Nahapiet and Ghoshal, 1998). Therefore, the commitment, trust and, reciprocity that exist between the network of members will be maintained even at the organizational level. Following our analysis of the responses of the various presidents, we observed that they still retain the characteristics of their acquired relationship in another context such as trust, commitment, reciprocity,

and socialization. "We all come from the associative field, so we share similar values which promote a climate of trust, commitment, and serenity between the members" (R4). "The women of the cooperative are part of the same village. They all have personal relationships "(R6)."I am always ready to inform and help the members of our cooperative by sharing with them my knowledge and experience since it was like that when I started" (R3). "The advantage of collaborating with your circle of acquaintances is having the certainty of having people of trust, who are committed and who are ready to do anything for the good of the cooperative" (R6).

The stability of the relationship can be defined as belonging to a network maintained. A very unstable network limits the development of relational capital. Because when an individual leaves, the bond disappears. Consequently, all the relational aspects linked to it such as trust, commitment, socialization, and reciprocity will disappear. Almost all of the cooperatives in our study have indeed kept the same members since their creation. However, no respondent addressed the stability of the relationship by talking about the variables that influence the relational capital.

2.2 the relationship between the cognitive dimension and the relational dimension

Shared organizational values and visions represent the extent to which members have a common

understanding and vision of the organization. We can expect that the relationships developed with shared values will be stronger (Moran, 2005). Shared values and visions have been shown to have a positive impact on relationships (Hofstede and Bond 1988; Tsai and Ghoshal 1998; Krause, Handfield, et al. 2007), which implies that relationships will be characterized by trust, commitment, reciprocity, and socialization. Respondents think that to develop the relational dimension, members must share the same values and visions. "We are ready to hire new members on the condition that they bring in expertise and that they share with us the same values, objectives, and visions to be sure of being surrounded by people of trust and who are committed" (R2). "The members of our cooperative are mainly women in need (single mothers, widows, and divorced women). It was difficult to convince them to become a member at first. They started as employees but since they share almost the same experience, the same visions, objectives and values and they are united with each other. It encouraged them to trust and engage as well as to develop personal relationships » (R6). "Trust is very important. For this reason we avoid integrating new members. This decision is based on the fact that new members will acquire the same power as the actual members, as result we might lose control" (R8) "We all share a common vision for the future of the cooperative. This brings about trust and commitment "(R2).

According to the respondents, the shared code and language have a direct

and important function in social relations. It is a vehicle for socialization between individuals. This facilitates access to their relational capital stock. "We share the same culture, the same language, therefore, the members of our cooperative are united and we consider each individual as a member of the family" (R3). "It is important that the majority of members have knowledge and expertise in plants and herbs. Trust in our members' skills is as important as their knowledge" (R1). "the profiles of our members (managers and agricultural engineers) promotes harmony and reassures us in our daily work" (R8).

Common destiny is an extension of shared values and visions. Some respondents think that when the partner knows that he shares a common destiny with the other actors. This will strengthen their commitment, trust, and reciprocity. However, some presidents do not share this opinion. "Each member of the cooperative is responsible for the image that the cooperative reflects. This makes us very selective when we choose our members" (R1).

"The members are aware that they have a common destiny at the cooperative level. Everyone does their best for the good of the cooperative" (R2). "We don't think we had a common destiny because at any time we can hold a general assembly and vote to eliminate the unwanted member" (R3).

Common objectives describe how partners perceive the alignment of their objectives and those of their partners

(Angeles and Nath 2001; Lejeune and Yakova 2005; Simatupang and Sridharan 2005). A common understanding of orientation and collective missions contributes to building trust and to minimizing opportunistic behavior (Pearson et al 2008). According to Peesama (2013), trust is strongly correlated with commitment. Therefore, common goals will also have an impact on engagement. Managers support the link between common goals and the components of the relational dimension. "Some members disagree about the orientation towards the social aspect and they wish to give more importance to the lucrative side. This creates conflicts, mistrust, and lack of commitment and reciprocity" (R4). "Some members may have short-term goals and seek immediate gain which leads to conflict" (R6). "If the members do not share the same objectives their relationship will be doomed to failure" (R8).

Solidarity "reflects the normative perceptions of a member of the network as to the importance of their relationship with another member of the network (Kaufmann and Stern, 1988). Researchers have demonstrated the importance of group solidarity when examining the high risk of collective action. The presidents believe that developing group solidarity within an organization increases a member's trust and commitment. "The cooperative always advances money for its members who are in a difficult situation which increases their trust and their commitment (R6)". "The members

stand together and are always ready to help each other. The cooperative model is characterized by solidarity, which differs from other legal forms and which provides a feeling of serenity and trust among the members (R5).

2.3 the relationship between the relational dimension and the collaboration

Joint efforts are activities such as planning, goal setting, performance measurement and problem-solving. This activity is crucial for the success of the collaboration (Badraoui 2019, Fynes et al 2015, Nyaga et al 2010). A strong sense of commitment guarantees joint efforts to maintain the relationship (Morgan and Hunt, 1994). Wei et al (2012) have argued that joint efforts are sustained because partners offer mutual benefits over time. Ha, et al, (2011) suggest that trust in skills affects joint efforts. The responses of our interviewees support the relationship between commitment and trust and joint efforts. "The tasks of the cooperative such as planning, decision-making or others are distributed according to our trust in each individual's skills" (R1). "The cooperative belongs to everyone. All members are committed. When decisions are made, all the members come together to discuss and find solutions "(R5).

During a collaboration, members often interact, discuss openly, and transmit all the necessary information (Badraoui 2018; Zhang and Cao 2018; Nyaga et al 2010; Abbad 2008). Cooperative members must share correct and complete information to facilitate

collaboration. Sharing information between partners is mainly a matter of trust. Partners with a high relationship of trust do not hesitate to share information (Beccerra and Gupta, 1999, Kwon and Suh 2005, Wu 2014). Ha et al (2011) argue that emotional trust enables information sharing. Also, relational engagement improves the sharing of information between partners (Yang et al 2008). Responses from officials confirm the link between relationship capital and information sharing. "The nature of the relationship between members characterized by a high level of trust and commitment promotes regular communication through all channels: telephone, emails" (R2). "The members meet regularly and are called upon to communicate frequently" (R3). "Trust and transparency between members help us to have an ease of communication" (R4).

Dedicated investments refer to investments made by individuals for a specific relationship (Cao and Zhan, 2011, Fawcett et al 2008, Crook et al 2008). These assets allow partners to achieve higher results and a sustainable competitive advantage (Nyaga et al 2010). Badraoui (2018) shows that trust is positively associated with asset-specific investments. Dedicated investments require the partner's commitment to the relationship (Walker et al, 2013). Respondents believe that dedicated investments embody the trust and commitment of members. "I worked in the associative field this prompted me to invest in this cooperative and to mobilize the necessary means with other people and

to help my community and create jobs "(R4)."The commitment is materialized by the members' investment in the cooperative. The time allocated and their dedication for the good of the cooperative "(R6). "We trust each other and we know that we all share the same goal which is the prosperity of our cooperative. For this reason, each year we reinvest part of our profit in the development of our activity "(R2).

Resource sharing refers to the exchange of tangible and intangible resources between partners (Min 2008). Resource sharing includes financial and non-financial resources. Socialization offers partners the possibility of accessing their respective available resources by shaping the willingness to share those (Moran 2005). Previous researches suggest that trust facilitates social and resource exchange (Putnam 1993, Tsai and Ghoshal 1998). A low level of trust between partners prevents them from sharing idiosyncratic resources (Fawcett et al, 2008, 2010, McCarter and Northcraft, 2007). Co-op presidents all share the belief that sharing resources are fostered through trust, commitment, and reciprocity. "The commitment and the will of individuals and their love for what they do, encourage all members to share their financial and non-financial resources" (R3). "As I told you, we are a family cooperative, we trust our members. Each of us is ready to offer the means necessary for a successful collaboration "(R8)."At the start of the cooperative, I did not hesitate to invest in the cooperative to succeed in this collaboration. Today all the members

are aware of my efforts and they know that in return they must give everything to develop the cooperative "(R6)."The level of emotional trust between the members is very high and trust in the skill is quite good. There is a mutual exchange between all members, everyone sharing their knowledge and resources without any reservation "(R4)."Lack of trust, reciprocity, transparency, and commitment leads to the failure of collaboration" (R5).

The following verbatim allowed us to confirm the link between the relational dimension and the collaboration and as we have been able previously the cognitive dimension and the structural dimension favors the development of relational capital. Consequently, we can say that the relational dimension plays a mediating role between the structural dimension and the cognitive dimension and collaboration.

2.4 A successful collaboration leads to satisfaction with the results

Members can decide to join cooperatives for several reasons. The most obvious reason they join cooperatives is to meet their economic goals or the desire to get out of it financially (Morrow 2017). Ashnai et al (2016) stated that dedicated investments, information sharing, resource sharing, and joint efforts allow organizations to achieve superior results and increase their competitive advantage. According to, Wu (2018) Organizations capable of collaborating at a higher level of knowledge sharing and having access to common resources are more likely to improve their performance and obtain a source

of long-term competitive advantage. Therefore, these collaborative practices improve satisfaction with results. The satisfaction of the results then depends on the manner of collaboration; the members will only be able to improve their results if they make sure that their collaboration is successful. According to the respondents, reducing costs, improving results are considered among the first motivations for the creation of a cooperative. "I decided to create this cooperative in my region where there was no cooperative following my experience with another cooperative where I noticed that pooling resources and collaboration between members of the cooperative generally helps to promote the region and to create jobs "(R3). "Before starting to work with the cooperative I had a small business where I used to sell products, and according to my experience, the collaborative work at the cooperative level meets my objectives better as well as the development of my region (Midlet) "(R6)."The work tools are quite expensive, it is important to collaborate with other people to be able to gain a competitive advantage and be competitive in the market" (R1). "To succeed and achieve good results, the cooperative requires several resources. You have to be ready to invest and share your own resources "(R4)."We make sure to share the smallest details between us" (R5). "Sharing information is a key to achieving results and satisfying the end customer" (R4). "Without information sharing, we cannot achieve good results" (R7). "The collaboration allows us to pool our distribution

network and subsequently reduce our costs" (R8). "The results achieved through our collaboration are far superior to what the members achieved individually. Because the pooling of resources makes it possible to increase yield "(R7).

2.5 Successful collaboration leads to satisfaction with the relationship

Satisfaction with results may be easier to observe, but the satisfaction of the relationship is also important (Ralston et al 2017). Cooperative managers find that collaboration also impacts the satisfaction of the relationship. "The president thinks that all the members are satisfied at the relational level thanks to their system of collaboration and their way of working. They feel as if they are family "(R1). "The members are satisfied with the cooperative because they are happy with the way they work and they receive good feedback on their products" (R2). "Managing their collaboration gives them relationship satisfaction. It is important that they are informed of all the news and that they feel integrated into the decision-making process "(R5).

Ashnai et al (2016) the dimensions of social capital allow organizations to make investments and share information to improve the results of the relationship and create value. Trust, reciprocity, socialization, and commitment create a favorable climate between partners for collaboration (Wu et al 2018). It will result in both improved satisfaction with results and with the relationship.

During the factual interpretation of the respondents' responses, we were able to draw several verbatim essential to our study. These verbatims allowed us to verify our conceptual model. The variables assigned to the model were validated thanks to the responses of different presidents of the cooperatives. Through these interviews, new variables and links appeared.

2.6 Satisfaction with the results impacts the satisfaction with the relationship

According to the managers, the satisfaction of the relationship is intimately linked to the satisfaction of the results. "Our cooperative allows women to become independent and support themselves" (R3). "It happens to have members who lose trust in their relationship with the cooperative and who think that the profits are not shared equitably. This behavior is due to their ignorance because they do not know that part of the income must be reinvested (packaging, marketing transport) "(R6)."The fact that we see that the product we are working on is in demand on the market and that it is sold. We all think that it is worth the efforts made by the members. This increases our willingness to work and to give more to the cooperative "(R4).

2.7 The impact of innovation on satisfaction with the results

The innovation system in cooperatives consists in bringing new ideas and practices or new processes for the benefit of small producers (Klerkx et al. 2011; Reed and 2016). A large part

of the managers believes that innovation is essential to ensure the satisfaction of results. "The cooperative is evolving slowly but surely; we are always trying to have innovative products because it is an area where there is always change and tough competition" (R2). "We are always looking for innovation to improve our results" (R1). In this context, innovation does not only concern new technologies but also systems of alternative organizations (Leeuwis and van, 2004). "Our cooperative has been operating for 20 years. We see ourselves as a business; it's just the legal form that changes. It is necessary to modernize the management of the cooperative and consider the members as associates to follow the changes and be competitive "R8. Akçomak and Weel (2009) empirically show that by facilitating interaction, cooperation and the sharing of information, social capital influences innovation activities. Saintville et al, (2016) support this vision by studying the impact of social capital on innovation for small farmers in the Caribbean. The use of their networks and connections facilitates 1) the exchange of information; 2) access to resources; 3) Access to help. Therefore, It plays a significant role in the innovation of their systems as indicated by Yu et al (2019) Social capital strengthens the bonds between individuals, thus accelerating the diffusion of innovations, allowing members of cooperatives to pursue activities risky with high returns. Also, innovation leads to higher financial results (Kim and Lee 2012). Despite the various benefits of social capital, excessive social capital can also lead to

the closure of networks, which therefore limits access to information and reduces innovation (Zhou 2018).

Conclusions

Cooperatives are a favorable environment for the creation of jobs and income-generating activities, with a minimum of capital. This is why Morocco relies heavily on this component to contribute to the fight against unemployment and poverty, a major issue today and probably tomorrow. Agricultural cooperatives represent more than 65% of cooperatives in Morocco and represent 74% of members, followed by housing and craft cooperatives with 14% and 12% respectively. Cooperatives are found throughout the territory; however, the majority are located in agricultural areas given their strong presence in this sector. In Morocco, despite the efforts made and the institutions set up, many cooperatives find it very difficult to integrate into the market economy and competition. This proposed model will be tested by a qualitative study for cooperative managers in Morocco to validate them and then conduct an empirical study.

Social capital provides privileged access to key resources and encourages collaboration and subsequently contributes to the longevity of cooperatives. In summary, the results of this study suggest important implications for managers in the development of their cooperatives. Our results suggest that managers must focus their efforts not only on building their social capital but also on collaboration and innovation.

Strengthening the dimensions of social capital within cooperatives should have a positive impact on collaboration. Besides, the effort to establish values such as trust, commitment, reciprocity, and socialization will also lead to increased sharing of information and resources which will ensure the satisfaction of results and relationships and will contribute to the longevity of the cooperative.

The main limitations of our study are also present in other qualitative studies and come from the subjectivity of a large part of the data used (interview with the presidents of cooperatives). Also, the qualitative study is limited to a small sample, which is not necessarily a representation of the general population. This makes it difficult to know to what extent the researcher can generalize the result and how authentic the results are (Gordon and Patterson 2013). Therefore, more research is needed to provide data on a large group of co-operatives in different industries to confirm that the perceived impact exists.

Appendix

Interview guide

General questions

Structural dimension

- 1) Who are the members of your cooperative?
- 2) Are the different partners similar in terms of size and negotiating power?
- 3) Have you already used your knowledge network for the good of your cooperative?
- 4) Do you communicate regularly with members?

Relational dimension

- 10) How do you assess the level of trust between members?
- 11) What are the characteristics of the members involved?
- 12) In your opinion, what is the importance of having personal relationships (participation in family events, being in contact, etc.) between members of cooperatives?
- 13) Do you tend to expect from others, at least the same as what you gave?

Cognitive dimension

- 14) Have you ever had divergent visions at the level of your cooperative?
- 15) When you created your cooperative, did you have common objectives?
- 16) If a member is in an awkward position, are you ready to help?

The collaboration

18) Do you ever share your own resources for the good of the cooperative?

19) How do you collaborate? How do you go about making the decisions?

20) What does each member bring to the cooperative?

21) What types of information are needed for collaboration?

Relational satisfaction

21) Do you think that the members of the cooperative are satisfied with the relationship?

Economic satisfaction

22) How do you think the cooperative can help reduce the costs and benefits of these members?

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