

THE IMPACT OF MEMBER PARTICIPATION ON COOPERATIVE PERFORMANCE: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

This study reviews the literature on the factors that influence the effectiveness of cooperatives, with a specific focus on member participation. Twenty-eight research articles published in Scopus and the World of Science database between 2013 and 2024 were assessed using the Preferred Reporting Items for a Systematic Review approach. The findings across various industries and regions consistently indicate a favourable relationship between member participation and the cooperatives' performance. The interactions among members' participation and other variables, such as governance structure, were also observed to enhance performance. The study emphasises the significance of encouraging active member participation to improve cooperatives' overall performance and long-term sustainability. Accordingly, it offers valuable insights to policymakers and co-operators into the complex relationship between member participation and performance, facilitating the development of evidence-based strategies to ensure the cooperatives' success.

Keywords: *Cooperative performance, member participation, systematic literature review*

INTRODUCTION

Cooperatives, as key players in the global economy, make a significant impact on socioeconomic development. They create employment and income opportunities, foster social inclusion, and champion environmental care (Bretos & Marcuello, 2017;

Iyer et al., 2021). The resilience of cooperatives, demonstrated during economic crises like the 2008 global financial crisis and the COVID-19 pandemic, is a testament to their role in maintaining socioeconomic stability (Abdul Aris et al., 2018; Iyer et al., 2021). Member participation is at the heart of this resilience, a unique characteristic of cooperatives. It showcases that cooperatives are not just businesses but collective entities where members jointly own and manage businesses to pursue joint economic and social goals (Billiet et al., 2021; Ishak & Omar, 2023; Muñoz & Cohen, 2018). Therefore, understanding the influence of member participation on cooperative success and its interplay with other determinants of cooperative performance is imperative for cooperative development and sustainability (see Ishak & Omar, 2023; Kumkit et al., 2022).

Recent studies documented empirical research on cooperative member participation factors across diverse nations such as Indonesia (Kusmiati et al., 2023; Kusuma et al., 2019), Thailand (Kumkit et al., 2022), Vietnam (Pham, 2022), the Philippines (Launio & Sotelo, 2021), Malaysia (Hammad et al., 2016; Ishak & Omar, 2023; Jelani et al., 2021), China (Hao et al., 2024; Liang et al., 2015; Liu et al., 2018), and Korea (Choi et al., 2014). These investigations highlight the worldwide recognition of member participation's critical role in cooperative performance. Given the collective importance of member participation in the performance of cooperatives, there is a growing need for research on strategies to promote this participation (Hao et al., 2024; Kinikli & Yercan, 2023; Verhees et al., 2015).

This paper aims to conduct a comprehensive systematic literature review to critically analyse the impact of cooperative member participation on cooperative performance. Considering the central role of member participation in the success of cooperatives, this research focuses on analysing the key factors that improve the performance of cooperatives and the impact of member participation as a critical factor in the performance of cooperatives. Through a systematic examination of existing literature, this study aims to pinpoint the moderating factors of member participation in cooperative performance. This review employs a rigorous and methodical approach to select, analyse, and synthesise relevant literature, providing valuable insights for

researchers, practitioners, and policymakers aiming to demonstrate that member participation is a significant factor and to foster more effective strategies for cooperative development. Ultimately, this study highlights gaps in the current literature and proposes further directions for future research to enhance cooperative performance.

The next parts of the paper are structured as follows. Section 2 outlines the technique employed in this investigation. Section 3 presents the results of the analysis. Section 4 provides a concise overview of the conversation, highlighting areas for future research. Section 5 serves as the conclusion of the paper.

MATERIAL AND METHODS

A systematic review summarises the literature in the relevant field that focuses on a single question (Butler et al., 2016). According to Fink (2019), a systematic literature review (SLR) should be used to review the literature. An SLR approach differs from normal reviews in that it encourages interaction between researchers and practitioners and is transparent, resulting in a better overall synthesis of the available data. SLR is conducted scientifically and is evidence-based (Yusif & Hafeez-Baig, 2024). Many recent studies related to systematic reviews have been conducted worldwide. However, within the context of the cooperative performance overview, only a few studies were conducted. Reviews of the relevant literature contribute to the general knowledge of the area in which the researcher is interested. This paper presents a systematic literature review on the relationship between member participation and cooperative performance using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) approach. The PRISMA process consists of two stages: literature research and data abstraction and analysis. The first stage involves identifying, screening, and assessing the articles' eligibility, while the second stage focuses on the analytical review of each selected paper.

Identification

The initial phase involves identifying keywords and exploring associated terms using resources such as thesaurus, dictionaries, encyclopaedias, and prior research to locate pertinent literature. Once all relevant keywords were defined, the search terms were entered into the Scopus and WOS databases (see Table 1). Both reputable databases contain high-quality journal articles (Pranugrahaning et al., 2021). One hundred thirty papers were successfully retrieved from both databases in the first step of the systematic review process. The identified records' titles, abstracts, keywords, authors' names and affiliations, journal names, and year of publication were exported to an MS Excel spreadsheet (Pahlevan-Sharif et al., 2019).

Table 1: The search strings.

Scopus	TITLE-ABS-KEY (cooperative* OR co-operative* OR co-op*) AND TITLE-ABS-KEY ("member* participation" OR "member* involvement" OR "member* engagement") AND TITLE-ABS-KEY (performance OR financial OR economic OR sustainability OR social OR environment)
Web of Science (WOS)	TOPIC (cooperative* OR co-operative* OR co-op*) AND TOPIC ("member* participation" OR "member* involvement" OR "member* engagement") AND TOPIC (performance OR financial OR economic OR sustainability OR social OR environment)

Screening

The researcher's initial selection criteria spanned from 2013 to 2024. The initial screening process excluded 52 papers, comprising review articles, conference papers, book chapters, and books. The review focused on journal articles, highlighting their significance as primary sources of empirical data. The criterion must pertain solely to articles authored in English and the final stages of publication. Subsequently, 24 duplicate articles were removed in the following phase. Seventy-six publications were eliminated, resulting in 54 papers eligible for further examination.

Eligibility

For the third step, known as eligibility, a total of 54 articles have been prepared. All articles' titles and key content were thoroughly reviewed to ensure that the inclusion requirements were fulfilled and fit into the present study with the current research aims. Therefore, 26 reports were omitted because of the out-of-field (n=8), the title not significantly (n=10), and the abstract not being related to the objective of the study (n=8) based on empirical evidence. Finally, 28 articles are available for review (see Table 2).

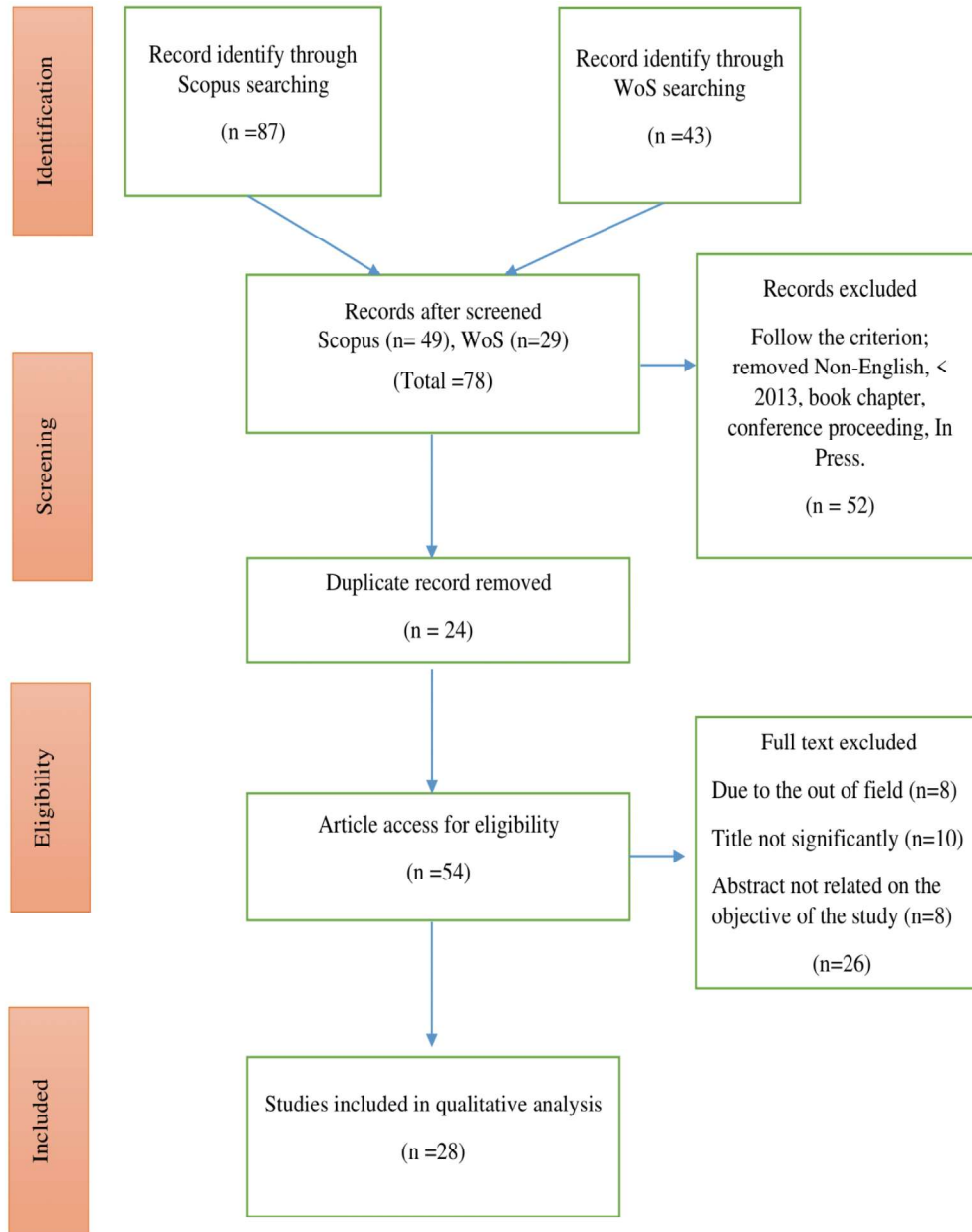


Figure 1: Flow diagram of the proposed search study (Moher D, Liberati A, Tetzlaff J, 2009).

Table 2: The selection criterion for searching.

Criterion	Inclusion	Exclusion
Language	English	Non-English
Timeline	2013 – 2024	< 2013
Literature type	Journal (Article)	Conference, Book, Review
Publication Stage	Final	In Press

Data Abstraction and Analysis

An integrative analysis was conducted in this study, one of the research techniques used to analyse and synthesise different research designs (qualitative, quantitative, and mixed methods). The expert research focused on developing appropriate themes and subthemes. The first step in developing the theme was the data collection phase. A total of 28 papers were selected for data abstraction and interpretation, focusing on specific studies that addressed the formulated questions. In the second stage, the authors and the experts analysed the cooperative performance across the country and identified and created significant groupings. The authors worked with other co-authors to create themes depending on the findings in the context of this research. The three main themes that emerged from this approach are the factors that influence cooperative performance, the impact of member participation on cooperative performance, and strategies for fostering member participation. The authors revisited each theme developed from here, including any related themes, concepts, or ideas. As part of this study, the corresponding author worked with other co-authors to determine themes based on the findings. A log was kept during data analysis to document analyses, opinions, puzzles, or other ideas relevant to the data interpretation.

The authors also compare the findings to determine if there are any inconsistencies in theme identification. It is worth noting that the authors discuss among themselves if there are discrepancies between the concepts. In addition, the number of papers analysed is considered sufficient for the following reasons: (1) the topic is particular;

(2) we only identified influential papers; and (3) it is manageable. The number of observations in an SLR varies. For example, Jamaluddin et al. (2023) analysed 30 papers, Buang and Abu Samah (2021) analysed 12 papers, Buang and Abu Samah (2020) analysed 13 papers, and Zakaria and Abdul Rahim (2020) analysed 26 papers. Grashuis and Su (2019) evaluated 56 papers.

RESULT AND FINDING

Cooperatives are among the most important and relevant organisations in today's complex world. Cooperatives contribute significantly to social inclusion, job creation, and poverty alleviation worldwide (Ishak & Omar, 2023). They are important for promoting sustainable employment, the economy, and employee well-being through community ownership and democratic control (Lafont-Torio et al., 2023). The cooperative's performance has become increasingly important. Based on the search technique, 28 articles were extracted and analysed. All articles were categorised based on three main themes: factors that influence cooperative performance (11), the impact of member participation on cooperative performance and membership benefits (4), strategies for fostering member participation (8), and control variables in enhancing cooperative performance (5).

Table 3: The research article findings based on the proposed search criterion.

Focus Area	Authors	Journal	Total Citation	Article Title	Objectives and Findings	List Variables Studied by the Authors
Factors influence cooperative performance.	Kusmiati, E; Masyita, D; Febrian, E; Cahyandito, MF (2023)	International Journal of Social Economics.	11	A study on the determinants of successful performance of Indonesian cooperatives	The study identifies and analyses the factors that determine cooperative success in Indonesia. Member participation, cooperative board, vertical integration, and collective action significantly influence the performance of Indonesian cooperatives.	<p>Dependent Variable:</p> <ol style="list-style-type: none"> Cooperative performance <p>Independent Variables:</p> <ol style="list-style-type: none"> Member participation Membership Cooperative governance structure Board of coops Vertical Integration Collective action Transaction costs
	Kumkit T.; Gan C.; Anh D.L.T.; Hu B. (2022)	International Social Science Journal	6	Enhancing governance practice for better performance of credit union cooperatives in Thailand	The study provides an overview of governance practices and their impact on the performance of Credit Union Cooperatives (CUCs) in Thailand. Factors such as member participation, management team, board of directors, and the age and size of the organisations affect CUCs' performance.	<p>Dependent Variable:</p> <ol style="list-style-type: none"> Financial Performance Social Performance <p>Independent Variables:</p> <ol style="list-style-type: none"> Board characteristic <ul style="list-style-type: none"> Board size Board gender diversity Chairperson and managers' educational

						<p>2. CUC characteristic</p> <ul style="list-style-type: none"> - Members' participation - Subcommittee - Strategic plan <p>Control Variables:</p> <ol style="list-style-type: none"> 1. Organisation's age 2. Organisation's size
<p>Gezahegn, TW; Van Passel, S; Berhanu, T; D'haese, M; Maertens, M (2019)</p>	<p>Agricultural Economics Research, Policy and Practice in Southern Africa</p>	<p>17</p>	<p>Do bottom-up and independent agricultural cooperatives really perform better? Insights from a Technical Efficiency Analysis in Ethiopia</p>	<p>The study analyses the factors that influence the technical efficiency of agriculture cooperatives in Ethiopia. The findings indicate that co-operatives with a high level of diversity in member participation experience a decrease in efficiency of almost 98%, whilst co- operatives that employ paid staff demonstrate an increase in efficiency of 33%. Moreover, the findings indicate that cooperatives in Ethiopia exhibit greater efficacy when they reward committee members</p>	<p>Dependent Variable:</p> <ol style="list-style-type: none"> 1. Technical Efficiency <p>Independent Variables:</p> <ol style="list-style-type: none"> 1. Membership-size 2. Formation Initiative 3. Heterogeneity in Members' 4. Participation 5. Paid Employees 6. Cooperative-Type Dummies 	

Pham T.M. (2022)	Journal of Agriculture and Rural Development in the Tropics and Subtropics.	8	Influencing factors of performance of agricultural cooperatives in the Vietnamese Mekong Delta	through monetary incentives. The study examines and evaluates the factors influencing the performance of agricultural cooperatives in the Mekong Delta region of Vietnam. Factors of managerial competency, contributed capital, membership size, and member participation positively correlate with cooperatives' performance.	<p>Dependent Variable:</p> <ol style="list-style-type: none"> Cooperative performance <p>Independent Variables:</p> <ol style="list-style-type: none"> Management Competency Contributed Capital Membership Size Members' Participation Multiplication of competency by contributed capital Multiplication of competency by membership size
Launio, CC; Sotelo, MCB (2021)	Journal of Cooperative Organization and Management.	5	Concern for community: Case of cooperatives in the Cordillera region, Philippines	The study explores the strategies employed by cooperatives in the Philippines for establishing and managing their Community Development Funds (CDF). It also aims to identify the barriers faced while implementing community initiatives and propose strategies for	<p>Dependent Variables:</p> <ol style="list-style-type: none"> Actual CDF Spending <p>Independent Variables:</p> <ol style="list-style-type: none"> Total Assets Net Surplus Cooperative Size Total Number of Cooperative Members

				improving the efficient allocation of these resources. The factors of inadequate financial resources, insufficient member engagement, ineffective collaboration with partner entities, and lack of a concrete plan for using CDF are the obstacles to executing community development projects.	
			77	Factors affecting performance of co-operatives in Malaysia	<p>The study explores the factors influencing cooperative performance, particularly emphasising intangible assets like intellectual capital and member participation. The results show a positive correlation between structural capital, relational capital, and member participation regarding cooperative performance, while a negative correlation is noted with human capital.</p> <p>Dependent Variable: 1. Cooperative performance</p> <p>Independent Variables: 1. Structural Capital 2. Relational Capital 3. Human Capital 4. Members' Participation</p>
				International Journal of Productivity and Performance Management	
				Hammad Ahmad Khan H.; Yaacob M.A.; Abdulllah H.; Abu Bakar Ah S.H. (2016)	

	<p>Jelani A.M.; Shafiai M.H.M.; Noor N.S.M. (2021)</p>	<p>Jurnal Pengurusan</p>	<p>1</p>	<p>The performance of single mother co-operatives and their influencing factors: A qualitative investigation in Peninsular Malaysia;</p>	<p>The study evaluates the efficacy of cooperatives managed by single mothers in Peninsular Malaysia, explicitly pinpointing the primary factors influencing their achievements or constraints. Four key factors have a noteworthy impact on the prevalence of inactive cooperatives: limited resources, dependence on subsidies and sponsors, inadequate governance, and member participation.</p>	<p>Dependent Variable: 1. Performance of Single Mother Cooperatives (active vs. inactive status) Independent Variables: 1. Limited Resource 2. Dependence on Subsidies and Sponsors 3. Managerial Incompetency 4. Member Participation</p>
	<p>Kusuma I.C.; Nur Afif M.; Gunawan R.; Mukmin M.N.; Humaira M.A. (2019)</p>	<p>International Journal of Scientific & Technology Research</p>	<p>6</p>	<p>Cooperative success based on entrepreneurship, capital, accounting knowledge and participation of members</p>	<p>The study's primary aim is to investigate the impact of entrepreneurship, capital, cooperative accounting, and member participation on cooperative success. The research sample comprised 156 cooperatives officially registered at the Cooperative and Small and Medium Enterprises (SME) offices in Bogor City in</p>	<p>Dependent Variable: 1. Cooperative success Independent Variables: 1. Entrepreneurship 2. Capital 3. Cooperative Accounting Knowledge 4. Member Participation</p>

	Ishak S.; Omar A.R.C. (2023)	Asian Development Policy Review	2	The influence of intangible resources on the performance of agricultural cooperatives	2017. The results revealed that capital, cooperative knowledge, and member participation significantly impacted cooperative success, whereas entrepreneurship showed no substantial influence. The study examines the relationship between intellectual capital represented by structural capital, relational capital, and human capital, as well as member participation and cooperative performance in the agricultural industry in Malaysia. They surveyed 104 palm oil smallholders' cooperatives in Peninsular Malaysia. The findings show that member participation and relational capital positively influence the cooperatives' financial performance. Additionally, member participation was found to be correlated with the non-financial	Dependent Variables: 1. Financial Performance of Cooperatives 2. Non-Financial Performance of Cooperatives Independent Variables: 1. Structural Capital 2. Relational Capital 3. Human Capital 4. Member Participation
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	Liang, Q.; Huang, ZH; Lu, HY; Wang, XX (2015)	International Food and Agribusiness Management Review	158	Social capital, member participation, and cooperative performance: Evidence from China's Zhejiang	<p>performance of the cooperatives.</p> <p>The study examines the intricate facets of social capital, scrutinising its impact on members' participation in collective activities and the financial outcomes of agricultural cooperatives. The findings show a positive relationship between distinct aspects of social capital and member participation. In addition, social capital significantly and positively impacts cooperatives' economic performance.</p>	<p>Dependent Variables:</p> <ol style="list-style-type: none"> Members' Participation in Collective Activities (e.g., training, general meetings) Economic Performance <p>Independent Variables:</p> <ol style="list-style-type: none"> External Dimension Relational Dimension Cognitive Dimension <p>Control Variables:</p> <ol style="list-style-type: none"> Location Size Foundation Gender chairperson Education chairperson Age chairperson Working experience chairperson Communist Party membership chairperson
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	Choi E.; Choi W.; Jang S.; Park S. (2014)	Annals of Public and Cooperative Economics	32	Does the effectiveness of the board of directors affect the firm performance of consumer co-operatives? The case of iCOOP Korea	<p>The study investigates the impact of the board of directors' engagement and members' engagement on subsequent consequences on consumer cooperatives' performance, utilising iCOOP Korea as a focal point for analysis. The study revealed that communication with members contributes to heightened democratic involvement, thus enhancing financial outcomes. Nonetheless, the study also indicates that while managerial competencies and knowledge do not significantly affect member participation, economic participation positively influences financial performance.</p>	<p>Capital shares chairperson</p> <p>Dependent Variables:</p> <ol style="list-style-type: none"> 1. Financial Performance <p>Independent Variables:</p> <ol style="list-style-type: none"> 1. Communication with Members 2. Management Skills and Knowledge <p>Mediating Variables:</p> <ol style="list-style-type: none"> 1. Democratic Participation 2. Economic Participation
The Influence of Member Participation on	Yacob Y.; Ali J.K.; Hii J.W.-S.; Lim X.J. (2018)	Asian Journal of Business Research	9	Members' participation in service co-	<p>The study investigates the mediating role of member satisfaction in the</p>	<p>Dependent variable</p> <ol style="list-style-type: none"> 1. Loyalty

<p>Various Aspects of Cooperative Functioning</p>	<p>Liu, ZM; Rommel, J; Feng, SY (2018)</p>	<p>Ecological economics</p>	<p>22</p>	<p>creation: The mediating effect of satisfaction towards loyalty</p>	<p>relationship between members' participation and service loyalty within credit cooperatives located in Sarawak and analogous emerging economies. Findings obtained through structural equation modelling based on variance indicate that member satisfaction substantially mediates member involvement with loyalty.</p>	<p>Independent variable 1. Member participation Mediating variable 1. Satisfaction</p>
				<p>Does it pay to participate in decision-making? Survey evidence on land co-management in Jiangsu Province, China</p>	<p>The study assesses the influence of cooperative member participation in decision-making on their land revenues. It also examines the effects of two forms of participation: voting and access to financial data. The study indicates that factors such as the age and gender of the household head, their level of education, the size of the family, wealth status, and political affiliation</p>	<p>Dependent variable: 1. Land income of cooperative members Independent variables" 1. Participation in voting activities 2. Participation in obtaining the cooperative financial information Control variables: 1. Age 2. Gender</p>

<p>3. Education 4. Family size 5. Wealth 6. Political affiliation</p>	<p>influence participative decision-making.</p>			<p>3. Education 4. Family size 5. Wealth 6. Political affiliation</p> <p>Dependent variable: 1. Individual member's equity share</p> <p>Independent variable: 1. Number of years in cooperative membership 2. Number of current number of shares held 3. Number of General Assembly Meetings (GAM) attended during the last 12 months.</p>
	<p>The research evaluates the impact of cooperative members' participation on their benefits related to equity ownership. Utilising a cross-sectional approach, the investigation focuses on 371 wheat-producing members representing 27 primary cooperatives spanning three districts. Data collection encompassed surveys and interviews, while six participation variables underwent multiple linear regression analyses. Key predictors highlighted in the study consist of the duration of membership, quantity of shares held, and volume of wheat harvested. Recommendations include strengthening participation aspects to enrich the</p>	<p>Participation and equity shareholding benefits among wheat farmers' multipurpose cooperatives in southern Ethiopia</p>	<p>1</p>	<p>African Journal of Food, Agriculture, Nutrition and Development</p>
<p>Woldeyes Z.W. (2023).</p>				

					equity shareholding advantages for members and promoting the delivery of high-quality wheat produce.	
	Muryani E.; Gunawan A.; Yustiyawan R.H. (2022)	Journal of Technology Management and Innovation	0	The impact of member participation and innovation ability on the performance of the cooperatives of Women's Kartini in the District of Driyorejo, Gresik Regency	The study analyses the effects of member participation and innovation ability on the performance of women's cooperatives. Results reveal that member involvement and creativity are pivotal to the cooperative's success. There are two separate categories of participation, particularly contribution-based and incentive-based.	Dependent variable: 1. Performance Independent variables: 1. Member participation 2. Innovation ability
Member participation	Cechin A.; Bijman J.; Pascucci S.; Zylbersztajn D.; Omta O. (2013)	Annals of Public and Cooperative Economics	107	Drivers of pro-active member participation in agricultural cooperatives: Evidence from Brazil	The study assesses whether economic motivations influence farmers' active participation in the governance of agricultural cooperatives. By examining data collected from 148 farmers who are members of a prominent	Dependent Variable: 1. Proactive participation in Boards and Committees. Independent Variable: 1. Endowments 2. Economic motivations for

					continued associations 3. Ideological motivation for continued association
				agricultural cooperative in Brazil, the research shows that economic incentives impact members' engagement in the General Assembly and their proactive involvement in various boards and committees.	Dependent Variables: 1. Willingness to be Elected as Representatives in Cooperative Governance Independent Variables: Social Network; 1. Farmer-Members' Social Networks 2. Personal Networks 3. Professional Networks
				The study examines the relationship between the social network of farmer members in Sweden and their propensity to participate in cooperative governance, particularly their willingness to act as delegates. The study employs an empirical approach using surveys conducted on random samples of Swedish farmers in 1993, 2003, and 2013. The study reveals a persistent connection between farmer-members' social networks and their participation in cooperative governance for two decades. Personal	
				Social networks and member participation in cooperative governance	
				21	
				Agribusiness	
				Morfi, C; Nilsson, J; Hakelius, K; Karantininis, K (2021)	

	Martial T. (2020)	Management Science Letters	4	Entrepreneurship attitude of managers, member participation and cooperative performance: Evidence from Indonesia	<p>networks influence farmers' likelihood of becoming representatives more than professional networks, which only affect aspiration levels and not actual participation in governance.</p> <p>The study aims to assess the influence of cooperative managers' entrepreneurial attitudes and members' motivation on member participation in North Sumatera Province, Indonesia. Results indicate a significant correlation between managers' attitudes and members' motivation, contributing positively to member involvement. The research underscores the importance of integrating entrepreneurial attitudes and motivation in cooperative education to enhance member engagement.</p>	<p>Dependent Variable:</p> <ol style="list-style-type: none"> 1. Member Participation in Cooperatives <p>Independent Variables:</p> <ol style="list-style-type: none"> 1. Entrepreneurship Attitude of Manager 2. Member Motivation
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	Verhees, F.JHM; Sergaki, P; Van Dijk, G (2015)	New Medit	72	Building up active membership in cooperatives	The study examines factors influencing individual participation in agricultural cooperatives, emphasising understanding the social attributes that encourage continuous engagement among members. Data was collected through a survey administered to 241 participants of a feed supply cooperative in the Netherlands and four interviews conducted with experts in the cooperative field. Findings indicate active participation is rooted in social attributes such as a cooperative ethos, transparent communication, trust, engagement, and readiness to participate.	<p>Dependent Variables: 1. Member's active participation in the cooperative.</p> <p>Independent Variables: 1. Social attributes - Coop culture - Open communication - Trust - Involvement - Willingness to be active - Active membership</p>
	Aju S.I.; Adeosun O.T. (2020)	Journal of Enterprising Communities	9	Constraints to participation in the management of cooperative societies: insights	The research aims to analyse the hurdles that inhibit the engagement of women in cooperative groups and their capability to secure leadership roles.	<p>Dependent Variable: 1. Women's Participation in Cooperative Societies</p>

			for women in Awka community	The study analyses the social, legal, economic, and cultural factors that impact women's participation in seven cooperative groups in the Awka-South Local Government Area of Anambra State, Nigeria. They identify barriers such as African-based culture, patriarchal societal systems, and limited access to resources while also suggesting methods to promote women's participation and enhance their competencies within cooperatives.	Independent Variables: 1. Social Constraints 2. Legal Constraints 3. Economic Constraints 4. Cultural Constraints 5. Cooperative-Specific Constraints
Kinikli, F; Yercan, M (2023)	New Medit	1	The relationship between members' participation and organizational trust in cooperative firms: A case of dairy cooperatives in	The research aims to assess the level of organisational trust among members of cooperatives and to explore how this trust affects their readiness to engage in decision-making processes. A study in Izmir with a sample size of 142 members utilising the Organizational Trust	Dependent variable: 1. Willingness to participate Independent variables: 1. Organizational trust 2. Demographic factors

	Hao, JH; Bijman, J; Heijman, W; Gao, M (2024)	Annals of Public and Cooperative Economics	1	The effect of trust and social pressure on member commitment in agricultural cooperatives -	Izmir province-Turkey	Inventory (OTI) revealed that members with lower organisational trust are more willing to participate in managerial activities. Variables such as age, educational level, and trust within the organisation are critical determinants of the inclination to participate in cooperative management. It can be inferred from the study that effective professional management practices and the establishment of robust communication channels with members play a crucial role in enhancing the economic and social advantages for cooperative members.	Dependent Variable: 1. Member Commitment - Affective commitment, - Continuance commitment,
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	Byrne, N; McCarthy, O; OLoughlin, D (2023)	Journal of Co- operative Organization and Management	1	Evidence from China	<p>communities. There is a positive relationship between social pressure, trust, and the three facets of member loyalty: continuance, affective, and normative. Furthermore, through member commitment, affective commitment is indirectly impacted by trust in leadership.</p> <p>The research investigates the correlation between members' openness to relational interaction and their perceptions of the cooperative's willingness to embrace their input within a credit union, especially preceding a significant restructuring phase. The examination delved into perceived openness through two lenses: awareness of the right to be involved as an owner (equated with the cooperative member ownership structure) and</p>	<p>- Normative commitment</p> <p>Independent Variables:</p> <ol style="list-style-type: none"> Trust in cooperative leadership Social pressure at village level
					<p>The research investigates the correlation between members' openness to relational interaction and their perceptions of the cooperative's willingness to embrace their input within a credit union, especially preceding a significant restructuring phase. The examination delved into perceived openness through two lenses: awareness of the right to be involved as an owner (equated with the cooperative member ownership structure) and</p>	<p>Dependent Variable</p> <ol style="list-style-type: none"> Member openness - willingness of members to engage in relational activities <p>Independent Variables</p> <ol style="list-style-type: none"> Possibility (perception of credit union openness) Right (awareness of the right of involvement as a member-owner). <p>Control variables:</p> <ol style="list-style-type: none"> Age

Control Variables	Feng, L; Friis, A; Nilsson, J (2016)	Agribusiness	59	Social capital among members in grain marketing cooperatives of different sizes	<p>the opportunity for involvement (equated with the cooperative process. The results revealed that member openness is more closely associated with the opportunity for involvement rather than the mere right, underscoring the pivotal role of the cooperative process in fostering member participation.</p> <p>The study examines the correlation between cooperative size and the degree of social capital among its members, as suggested by social capital theory. By analysing data derived from surveys completed by members of three Swedish cooperatives involved in farm supply and grain marketing, each differing in size, the results provide robust evidence in support of the notion that smaller cooperatives tend to exhibit higher levels of</p>	<ol style="list-style-type: none"> 2. gender 3. patronage 4. length of membership 5. Member value proposition
<p>Dependent variable:</p> <ol style="list-style-type: none"> 1. Social Capital <ul style="list-style-type: none"> - Involvement - Trust - Satisfaction - Loyalty <p>Independent variables:</p> <ol style="list-style-type: none"> 1. Size 						

	<p>Sebhatu, KT; Gezahegn, TW; Berhanu, T; Maertens, M; Van Passel, S; D'Haese, M (2020)</p>	<p>Journal of Co-operative Organization and Management</p>	<p>18</p>	<p>Conflict, fraud, and distrust in Ethiopian agricultural cooperatives</p>	<p>social capital, as demonstrated by members' participation, trust, satisfaction, and loyalty. The research examines the impact of cooperative size on the frequency of conflicts, fraudulent activities, and trust deficits in the agricultural cooperatives in the northern Ethiopian region of Tigray. Using instrumental variables (IV) probit estimation techniques to mitigate the issue of endogeneity related to membership size, the study establishes a correlation between cooperative size and the incidences of conflicts, fraud, and trust issues. Furthermore, the results indicate that cooperatives' longevity, the workforce's scale, the distribution of dividends in proportion to transaction volume, and a range of member</p>	<p>Dependent Variables: 1. Occurrence of conflict 2. Occurrence of fraud 3. Level of distrust</p> <p>Independent variables: 1. Chairperson characteristic 2. Institutional characteristic 3. Governance characteristic 4. Formation initiatives 5. External and heterogeneity 6. Instrumental variable</p>
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					objectives represent other significant determinants.	
Yu, LY; Nilsson, J (2021)	Frontiers in Environmental Science	6	Farmers' assessments of their cooperatives in economic, social, and environmental terms: An investigation in Fujian, China	The study aims to investigate farmers' satisfaction with cooperatives in economic, social, and environmental contexts. The researchers surveyed 211 members of 63 farmer cooperatives in Fujian, China. Farmers' satisfaction with cooperatives was linked to economic and social contributions, although environmental efforts also played a role.	Dependent variable 1. Farmer satisfaction Independent variable: 1. Economic 2. Social 3. Environmental Control variable 1. Cooperative's total amount of equity capital 2. Total sales volume 3. Educational level 4. Age	
Berge, ST; Bokoumbo, K; Johnson, KA; Yabi, JA; Yegbeme, RN (2021)	Frontiers in Sustainable Food Systems	5	Cooperative development: Sustainability agricultural planning viewed through cooperative equilibrium management theory in Togo, Africa	The study focuses on understanding and addressing market failures through member engagement in Cooperative development in Togo, Africa. The findings show that government agricultural programs impact the development of cooperative capabilities, influencing the balance	Dependent variable: 1. Social sustainability 2. Environmental sustainability Independent variables 1. Member cohesion 2. Economic development	

	George J.; George R.; Kulandaiswamy V. (2013)	Life Science Journal	16	Member trust's impact on member satisfaction and organisational performance: Development of a conceptual model	The paper aims to create a model to understand how member trust affects organizational performance and member satisfaction in cooperatives. Three variables moderate trust: member participation, attributes, and attitudes. The study found that member trust significantly influences cooperatives' organisational performance and member satisfaction.	Dependent variable: 1. Organizational performance 2. Member satisfaction Independent variables: 1. Member trust Moderating variables: 1. Member participation 2. Member Attributes 3. Member Attitudes
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Finding 1: Factors that influence cooperative performance.

Cooperative performance is influenced by various factors, including governance structures (Alsheikh, 2024; Kusmiati et al., 2023), member participation (Kumkit et al., 2022; Pham, 2022), financial management, external support (Aju & Adeosun, 2020), and socio-economic environment (Launio & Sotelo, 2021), all of which play crucial roles in determining their overall success and sustainability. Recent research has given deep insights into the various aspects that affect cooperative performance.

Kumkit et al. (2022) explore the impacts of governance practices on 36 credit union cooperatives (CUCs) performance in Thailand. In their examination of secondary data obtained from annual reports, published statistics, and financial performance, Kumkit et al. (2022) documented that several key factors influence the performance of cooperative entities. These factors include the level of engagement of members, the composition of the board of directors, the management team's effectiveness, and the organisation's age and scale. In another study in Vietnam's Mekong Delta, Pham (2022) surveyed 308 co-operators based on disproportionate stratified random sampling to investigate factors that influence the performance of agricultural cooperatives. The research identified management competence, contributed capital, membership size, and member participation positively associated with cooperative performance.

In Indonesia, Kusmiati et al. (2023) examined the determinants of successful cooperatives using a survey of 125 co-operators. Using factor analysis, they summarised 25 components that significantly influence cooperative success. They concluded that variables such as member participation, the board of cooperatives, vertical integration, and collective action notably impact cooperative performance. Other empirical evidence from Bogor City, Indonesia, also revealed that (Kusuma et al., 2019). In the study, Kusuma et al. (2019) examined the factors influencing cooperative success by distributing questionnaires to thirty cooperative managers and employing multiple linear regression for data analysis. Both findings of Kusmiati et al. (2023) and Kusuma et al. (2019) conducted in Indonesia highlighted membership participation as a critical determinant of cooperative success.

In Malaysia, Hammad Ahmad Khan et al. (2016) examined the determinants of cooperative performance by focusing on intangible assets' role in intellectual capital and member participation. They used data from questionnaires distributed to the boards of the top 100 cooperatives in Malaysia, with analysis focusing on 72 of these cooperatives. They concluded that variables such as structural and relational capital and member participation were positively correlated with cooperative performance, while the intellectual factors of human capital showed a negative correlation. In another study on single mothers' cooperatives in Peninsular Malaysia, Jelani et al. (2021) conducted in-depth interviews with officers of the Malaysian Co-operative Societies Commission (MCSC) to investigate the number of active and inactive cooperatives and identify the key factors that influence their success or failure. They found that 61% of the single-mother cooperatives in Peninsular Malaysia are inactive, while only 39% are active. They also found inactive factors: limited resources, dependence on subsidies and sponsors, managerial incompetency, and lack of member participation. The collective findings of both studies have illustrated the essential importance of member participation in the operational effectiveness of cooperative organisations.

In agricultural cooperatives, Ishak et al. (2023) investigated the association between intellectual capital, comprising structural, relational, and human capital, and member engagement and effectiveness. Through utilising a survey methodology involving 104 smallholder palm oil cooperatives in Peninsular Malaysia, the researchers determined that member participation and relational cooperatives exhibit a significant positive relationship with the financial performance of the cooperatives. Moreover, member engagement displays a notable direct correlation with the non-financial performance of the cooperatives. Liang et al. (2015) examine the effects of social capital on members' participation in collective activities and economic performance based on databases of 147 agricultural cooperatives in Zhejiang Province, China. They found a positive relationship between certain dimensions of social capital and members' participation in training and general meetings. Moreover, each dimension of social capital has a significant and positive impact on the economic performance of

cooperatives. In addition, Gezahegn et al. (2019) analysed the degree of technical (in)efficiency and its determinants in agricultural cooperatives among 511 participants, of which 26% were from the Eastern zone, 23% from the Central zone, 26% from the South and Southeast zone and 25% from the North and Northwest zone. They collected the data by distributing a questionnaire and using various sources, such as cooperative bylaws, audit reports, regular activity reports, financial statements, and strategic plan documents. They found that cooperatives with high heterogeneity in member participation are about 98% less efficient, while those that employ paid staff are 33% more efficient. They concluded that cooperatives operate more efficiently when incentivising committee members through financial compensation.

Choi et al. (2014) focus on variables such as communication with members and the utilisation of management skills and knowledge to investigate how the effectiveness of the board of directors influences members' participation and the subsequent impact on the performance of consumer cooperatives by surveying 222 directors from 30 primary consumer cooperatives in Korea. They concluded that effective communication between the board and members enhances democratic participation among members, thereby positively influencing financial performance. Meanwhile, board management skills and knowledge did not directly correlate with the level of members' participation; economic participation by members showed a notable positive association with financial performance. In a more recent study, Launio and Sotelo (2021) focused on a unique aspect of cooperative performance, i.e. the concern for community. This trait is crucial for cooperation as it serves as the fundamental principle of cooperatives. The survey conducted on 56 cooperatives in the Philippines, along with the analysis of secondary data from the annual performance and social audit reports submitted to the Cooperative Development Authority (CDA), revealed that several factors contribute to the underperformance of cooperatives in achieving community development goals. These factors include limited financial resources, insufficient member participation, inadequate coordination with partner groups, and the absence of a well-defined plan for utilising community development funds. The findings confirm that the success of implementing the community project is determined by factors such as size, total assets, and the number of cooperative members.

Most empirical research has identified member participation as the key determinant influencing the performance of cooperatives within diverse contexts and geographical areas. Member participation improves governance and administrative strategies and impacts financial viability, operational effectiveness, and the capacity to address cooperative stakeholders' economic, social, and cultural requirements. The following findings focus only on studies that examine member participation.

Finding 2: The influence of member participation on various aspects of cooperative functioning

The second finding was a synthesis of studies where the independent variable was member participation. Woldeyes Z.W. (2023) determines the key factors of member participation that influence the equity shareholding benefits of farmers' multipurpose cooperatives in southern Ethiopia. Woldeyes Z.W. (2023) employed a cross-sectional design covering 371 wheat-producing stallholders from 27 primary cooperatives by collecting the data using survey questionnaires and key informant interviews. They concluded that years in membership, the number of shares owned, and the quantity of wheat produce supplied significantly influenced the individual equity shareholding of cooperative members. Other empirical evidence, Muryani et al. (2022) employed surveys based on 71 respondents from the Women's Cooperative Program in the District Governor of East Java, Gresik. They explored the influence of member engagement on cooperative performance and how cooperative innovation affects performance. The evaluation of member participation was based on two aspects: contribution participation and incentive participation. They concluded that member engagement and the capacity to innovate substantially and simultaneously affect cooperative performance. Both research studies investigate the impacts of member engagement on the effectiveness of cooperatives from different angles and contexts; both results highlight that dynamic and regular member involvement, whether through sustained commitment or creative interaction, is crucial for improving both personal advantages and overall cooperative outcomes.

Liu et al. (2018) examined the influence of members' engagement in decision-making on their earnings derived from cooperative co-management. The data was gathered via a survey utilising information from 364 participants in China's land cooperative programs. Their findings indicated that involvement in voting and obtaining financial information positively impacts the land income of cooperative members. Furthermore, the study highlighted that certain demographic elements, such as the age, gender, and educational level of the head of the household, along with the number of family members, economic status, and political connections, significantly affect the likelihood of participating in decision-making. In a study conducted by Yacob et al. in 2018, the focus was on examining the relational aspects of value co-creation behaviours among credit cooperative members in Sarawak, East Malaysia. The study used a quantitative approach to assess how members' participation influences service loyalty through member satisfaction. The researchers collected 395 completed questionnaires and found that member satisfaction significantly mediates the relationship between members' participation and service loyalty. Collectively, Liu et al. (2018) and Yacob et al. (2018) indicate that fostering member engagement in different cooperative activities is crucial for optimising individual and collective benefits.

These findings underscore the complex nature of member participation in cooperative outcomes and provide practical insights. They highlight the necessity of fostering active engagement and utilising diverse participation channels for sustained performance enhancement. This practical implication of the research is crucial for cooperative managers and practitioners, emphasising the need for strategic interventions to promote member participation.

Finding 3: Strategies for fostering member participation

Numerous studies have identified member participation as a critical factor in cooperative performance. Moreover, empirical studies have shown that various factors influence member participation, thereby supporting the notion that member participation is a moderating factor in enhancing cooperative performance. From this perspective, the role of member participation as a moderating factor becomes imperative for understanding its potential factors to enhance cooperative performance.

In agriculture industries, Cechin et al. (2013) highlight that economic motivations for continued association significantly drive farmers' participation in the general assembly. Data was collected using a questionnaire survey among 148 producers actively engaged in the cooperative within a large agricultural cooperative in Brazil. Another factor that needs to be focused on to enhance member satisfaction is social networks (Morfi et al., 2021). Morfi et al. (2021) employed repeated cross-sectional surveys conducted in 1993, 2003, and 2013 among Swedish farmers, using Statistics Sweden's database. The findings from Morfi et al. (2021) demonstrated the correlation between the social networks of Swedish farmer members and their inclination towards engaging in cooperative governance over 20 years. The study found a strong relationship between social networks and farmers' propensity to participate in governance, with personal networks being more influential than professional networks.

In another empirical study, Verhees et al. (2015) explored the factors influencing active member participation, focusing on social attributes and member active participation in agricultural cooperatives. They surveyed 241 members of a Dutch cooperative, interviewed four cooperative experts, and concluded that social attributes such as open communication, cooperative culture, trust and the willingness to be active influence member participation. Similarly, Hao et al. (2024) explored the impact of trust in cooperative leadership and social pressure on member commitment in Chinese agricultural cooperatives. They surveyed 391 farmer cooperative members in China and found that trust and social pressure positively influence member commitment, with trust also indirectly affecting affective commitment through member participation.

In Indonesia, Martial et al. (2020) determine the factors of the entrepreneurship attitude of cooperative managers and member motivation in enhancing member participation. Respondents consisted of 100 leaders or managers and 100 members of the cooperatives. They conclude that fostering entrepreneurship attitudes and motivations among managers is crucial for enhancing member participation in cooperatives. Aju and Adeosun (2020) focused on the constraints hindering women's participation in cooperative societies in Nigeria, mainly focusing on their access to

leadership roles and decision-making positions. Questionnaires were distributed among 129 members of seven active cooperative societies. They concluded that social, legal, economic, and cultural barriers, such as patriarchal societal systems and limited resource access, affect women's involvement in cooperative management.

Kinikli's (2023) study, which focused on the relationship between members' organisational trust levels and their willingness to participate in cooperative decision-making, revealed significant findings. Based on interviews with 142 members in Izmir, Turkey, the study found that lower levels of organisational trust were associated with a higher willingness to participate in cooperative management activities. This underscores the crucial role of trust in cooperative management and the need for leaders to actively engage with members' opinions and maintain strong communication to foster trust and participation.

Byrne et al. (2023) conducted a study that investigated the relationship between members' openness to relational engagement and their perceptions of the cooperative's openness to their contributions. Based on a survey administered in three credit unions in Ireland, the study concluded that the perception of the possibility of involvement, rather than the right of involvement, is more closely related to member openness. This finding underscores the importance of cooperative processes in encouraging member participation.

Finding 4: Control variable in enhancing cooperative performance

Previous studies have demonstrated the importance of the theoretical model, which explores the positive correlation between member participation and cooperative success and considers the interaction effect of the variables with other variables. The model must account for other factors that also influence cooperative success. The following articles discuss the crucial role of control variables in the model, providing a comprehensive understanding of the factors influencing cooperative performance.

Feng et al. (2016) examine if cooperative size influences the social capital of cooperative members in three Swedish farm supply and grain marketing cooperatives.

These cooperatives varied significantly in size, having approximately 36,000, 1,600, and 150 members, respectively. They concluded that smaller cooperatives had higher levels of social capital. Specifically, members of smaller cooperatives exhibited greater involvement, trust, satisfaction, and loyalty than those in larger cooperatives. In another study, Sebhatu et al. (2020) focus on smallholder farmers in the Tigray region of northern Ethiopia, examining the impact of cooperative size on conflict, fraud, and trust, alongside other influencing factors like cooperative age, number of employees, dividend payments, and member goal heterogeneity. Data was gathered from 511 agricultural cooperatives across 12 districts in the region. They confirmed that cooperative size affects conflict, fraud, and distrust. Other significant factors influencing these issues included the cooperative's age, the number of employees, the practice of paying dividends based on transaction volume, and the heterogeneity of member goals. Furthermore, environmental, sustainability, and government factors can be used as control variables in analysing the relationship between members' participation and cooperative performance.

Yu and Nilsson (2021) surveyed 211 members of 63 farmer cooperatives in Fujian Province, China. The researchers investigate the relationship between farmers' satisfaction with cooperatives and their perceptions of the cooperatives' environmental efforts. This indicates that while economic and social factors are more appreciated, attention to environmental initiatives can also enhance member satisfaction. In another study, Berge et al. (2021) found that cooperative development in Togo hinges on member cohesion to address market failures and promote sustainability across economic, social, and environmental dimensions. Data was collected from 176 maize producers in the Plateaux Region of Togo, representing 13% of the total maize producers in the region. George et al. (2013) developed a conceptual model to identify factors leading to successful organisational performance in cooperatives, mainly focusing on the role of trust and member satisfaction. The study found that member trust significantly influences cooperatives' organisational performance and member satisfaction.

DISCUSSION

This paper synthesised the findings into 4 clusters, which can be portrayed in a moderated regression model in Figure 2.

Effective governance practices, including member participation and competent management teams, play a central role in influencing cooperative performance. This is a key finding from studies such as those by Kumkit et al. (2022) and Kusmiati et al. (2023). In addition, the study by Pham (2022) underscores the importance of management skills and adequate capital for performance, highlighting the need for solid organisational structures and sound resource management.

Second, it is crucial to understand that various studies have identified member participation as a critical factor in cooperative performance. Effective communication and member satisfaction are crucial, as emphasised by Choi et al. (2014) and Yacob et al. (2018), who found that these factors improve democratic participation and promote stronger cooperative ties. Integrating member participation with intellectual capital and innovation, as suggested by Ishak and Omar (2023), is essential for improving both financial and non-financial performance metrics, making member participation a key area of interest in cooperative dynamics.

Third, strategies to encourage member participation are critical to improving the performance of a cooperative. Economic motivations drive participation to some extent, but additional factors are required for deeper engagement in leadership positions, as shown by Cechin et al. (2013). Social networks play an important role in promoting participation. Studies such as that by Morfi et al. (2021) show the importance of stable social connections. In addition, social attributes such as a collaborative culture, open communication, trust, and the attitude of leaders significantly impact member motivation and participation, as highlighted by Verhees et al. (2015) and Martial (2020). Removing barriers to participation, especially for marginalised groups, and strengthening trust within the cooperative are also crucial strategies.

Finally, control variables such as membership size, environmental efforts, and government influence significantly affect cooperative performance. Smaller membership sizes and more excellent social proximity promote social capital and member participation. At the same time, larger cooperatives may face challenges such as increased conflict and mistrust, as noted by Feng et al. (2016) and Sebhatu et al. (2020). Environmental initiatives positively impact member satisfaction and cooperative efficiency, emphasizing the importance of sustainability efforts (Yu & Nilsson, 2021). Finally, government programs that focus on economic development while balancing social and environmental sustainability can improve the performance of cooperatives (Berge et al., 2021).

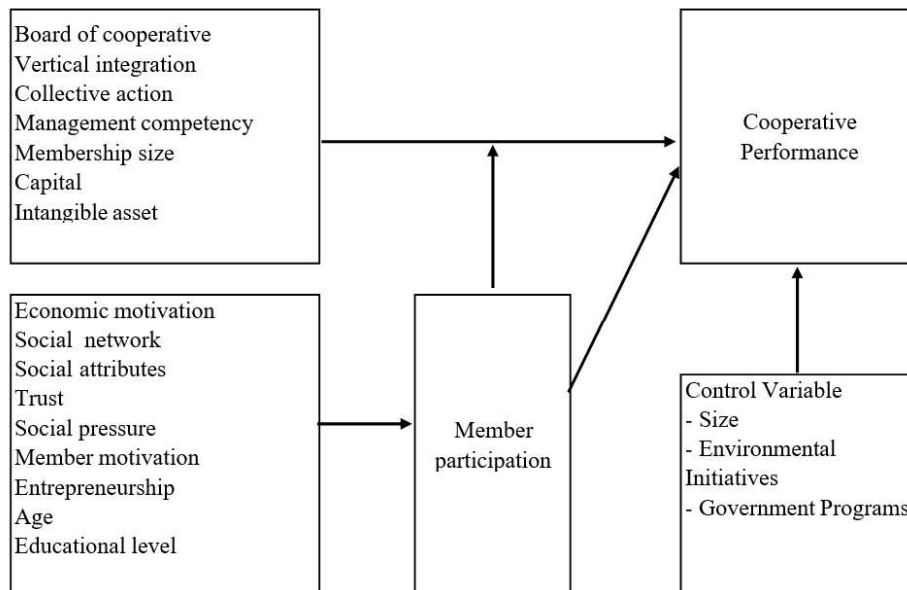


Figure 2

The four findings are illustrated in Figure 2. The diagram shows that the involvement of members in enhancing cooperative performance stands out as a significant subject for scholarly investigation. Literature indicates that a heightened level of member involvement leads to improved cooperative performance by cultivating a sense of

ownership and accountability among members. This active involvement enhances the decision-making process by incorporating a variety of perspectives and reinforcing the social connections crucial to the success of the cooperative. Trust, social influence, and financial incentives motivate members to participate actively. When members perceive their contributions as valuable and hold a vested interest in the outcomes, they are more inclined to engage fully, potentially resulting in heightened efficiency, improved financial outcomes, and overall sustainability of the cooperative.

CONCLUSION

In conclusion, the systematic literature review demonstrates that member participation is a crucial determinant of cooperative performance across various regions and sectors. Active member involvement enhances governance, financial viability, operational effectiveness, and the capacity to address cooperative stakeholders' economic, social, and cultural needs. Studies consistently highlight the importance of trust, effective communication, intellectual capital, and social networks in fostering member participation, which drives cooperative success. Additionally, addressing barriers to participation, such as economic, social, and cultural constraints, is essential for improving member engagement and overall cooperative performance. Furthermore, the study emphasises the importance of considering control variables, such as the cooperative's size, environmental sustainability, and government programs, when examining the correlation between member engagement and cooperative success. Smaller cooperatives with limited members generally exhibit greater involvement and confidence. On the other hand, sizable cooperatives that implement strategic initiatives promoting active involvement will guarantee long-term success for the cooperative.

Several limitations constrain this analysis. Initially, the limited sample size comprising merely 28 academic papers may not present a holistic view of the existing literature on the subject. Moreover, focusing solely on articles published from 2013 to 2024 might lead to excluding pertinent earlier studies. Prevailing research often highlights direct correlations between variables while overlooking the potential influence of moderating or mediating factors that could provide a more nuanced comprehension of

these relationships. Moreover, there is a lack of emphasis on external factors such as environmental, economic, and socio-cultural variables, which can impact the performance of cooperatives and provide a more in-depth understanding of their dynamics. The examination also fails to acknowledge the importance of digitalisation and technological advancements in cooperative organisations. Given the escalating reliance of businesses on digital platforms, comprehending the impacts of technology on cooperative efficacy and member involvement is imperative for devising contemporary strategies and resolutions.

The findings of the SLR lead to several recommendations for future research. Firstly, the empirical assessment of the suggested frameworks will yield a sounder comprehension of the correlations among variables. Subsequent studies should not solely investigate direct correlations but also consider potential moderating and mediating factors, thus providing a comprehensive insight into cooperative performance. Secondly, future researchers are encouraged to conduct a mixed-methods study to determine the capabilities of cooperatives and a comprehensive understanding of the drivers and the impact of participation on performance. Thirdly, insufficient attention has been given to understanding the effectiveness of member engagement towards digital and technological advancements. Future research in this area is crucial, as it can reveal valuable insights into the symbiotic relationship between member engagement and digitalisation, ultimately resulting in more efficient and effective cooperative operations.

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