

Mapping the Scholarly Research on Cooperative Corporation: A Bibliometric Analysis

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Abstract. The discussion of cooperatives is usually a less interesting discussion in management science because it tends to be socially oriented. But nowadays cooperatives are very likely to apply corporate principles in their operations. The purpose of this research is to find out how the corporatization of cooperatives in the development of scientific literacy. The method used to carry out literacy mapping uses Systematic Mapping Study and Bibliometric Analysis. These two methods are used to show the development of mapping in scientific publications related to the corporatization of cooperatives. The mapping results show that research on the corporatization of cooperatives is spread over 50 countries. In 2014 it had the highest citation of 323 citations. The number of keywords detected was 717, with close links to keywords regarding corporate governance, corporate social responsibility, cooperatives, and performance.

Keywords: Corporatization, cooperatives, systematic mapping study, bibliometric analysis

1. Introduction

A Cooperative is a business entity formed to build the community's economy so it can be more empowered. This is because cooperatives are part of the economic structure (Sitepu & Hasyim, 2018). The role of cooperatives is significant enough to organize joint efforts of people with limited financial capacity (Sitepu & Hasyim, 2018). Regarding business form, cooperatives still aim to achieve a competitive advantage, which integrates vertically and horizontally in value chains, operations, and organizations (Hagen, 2018). But there are other speculations about the cooperative organization's economic structure. Up until the early 1960s, a lot of theoretical discussion centered on whether cooperatives represented a type of vertical integration by farmers, that is, an extension of the member firms, or whether they could be objectively analyzed as organizations with scope for decision-making independent of their member firms (Chaddad, 2012).

Cooperatives are increasingly seen in economic literacy in terms of corporate governance. This can be seen for two reasons; most research speculates that there is no separation between ownership and control of companies. Workers must be free to make decisions since they are residual plaintiffs (Hansmann, 1988). The second reason is that at a major firm in a more developed economy, the conventional framework for corporate governance is formed, and most of the traditional versions of corporate governance are the primary discussion (Jensen & Meckling, 1976). However, some aspects of cooperatives are difficult to find in a corporation, namely strong cooperation between members within the cooperative (Setianingsih & Lisara, 2019).

Another opinion is that cooperatives can be more attractive in management science because many jobs focus on agricultural or social economics (Mazzarol, Limnios, & Rebous, 2011). Its focus on social aspects makes it unsuitable for an economic structure, where most investors are owners of companies but are more economically focused on the non-profit sector (Mazzarol et al., 2011). However, cooperatives can currently apply corporate principles in their operations. This can be done when collective decision-making is required. Cooperatives can rely on minority groups who are trusted to provide general solutions in day-to-day business management. The difference with ordinary companies is that the same group will make managerial decisions for workers, usually taken from managers in the existing labor market (Surroca, García-Cestona, & Santamaria, 2006).

Another significant difference between cooperatives and public companies is the tendency to make it difficult for cooperative members to exercise management control or support senior management and add value to their proposals (Basterretxea, Cornforth, & Heras-Saizarbitoria, 2022). On the other hand, cooperatives in the modern literature had a broader view what he called "the dual nature of the cooperative organization" while pursuing the organization's objectives on the one hand and the members' purposes on the other. The present literature on success factors in cooperative settings concentrates mostly on the generating of profits (Mann & Stoinescu, 2020). According to the prior literature, cooperative management as a business will be feasible, but there are a number of other socially focused factors that prevent attaining corporate objectives directly. The goal of this research is to examine the development of cooperative views within an organization using a dataset and a literature method approach.

2. Literature Review

2.1 Cooperative

Cooperatives run their business by prioritizing their members rather than seeking profit which is generally done by other business entities other than cooperatives (Ramadhaniah, 2017). A Cooperative is an association for the welfare of its members by conducting business and activities in the field of meeting the everyday needs of its members (Sitepu & Hasyim, 2018). Cooperatives are a pillar of the economy, so they will be the best choice for a community to improve the welfare of their families and groups (Goel, 2013). Bolstering the position of small family farms, to which the cooperatives are

frequently closely tethered, by utilizing the economies of scale they can obtain (Valentinov, 2004). Depending on their individual traits, members may view the rewards of cooperative activity differently (Richards, Klein, & Walburger, 1998).

The majority of the research on cooperatives is done in the domains of agricultural or social economics and agricultural or social policy studies, despite the fact that they are large and important to national economies (Mazzarol et al., 2011). In cooperatives, the profit is split equally, and the workers elect the governing board, which functions as the board of directors' counterpart (Dow, 2001). A structure of government that executes a broad purpose and considers the interests of every cooperative worker in the consortium is what distinguishes cooperatives. Producing excess gives a new push to boost collective social welfare under the system's sharing formula. (Surroca et al., 2006).

Cooperatives are unusual in this governance characteristic in that they combine formal governance processes with informal ones based on trust and reputation through repeated transactions (such as a Board of Directors elected by members following the democratic principle of one member, one vote) (Chaddad, 2012). The cooperative will return the income earned by its members or the number of patrons allocated to members. It can also be saved for future use as capital (J. S. Royer & Smith, 2007). Traditional cooperatives rely on passive or quasi-passive internally generated capital due to the minimal upfront member-contributed equity capital requirements. Retained earnings or allocated accounts may both be used to store internally generated capital (Chaddad, 2012). The new generation cooperative demonstrates a number of characteristics of the hierarchy mode of governance, including formal authority, administrative controls, common staff, coordinated adaptation in strong form, and high degrees of formalization and centralization, but it also retains some characteristics resembling those of the market, such as separated ownership, powerful incentives, and a moderate level of autonomous adaptation. Additionally, it differs from investor-owned hierarchical businesses and arm's-length market transactions because it applies the democracy principle to the control of important strategic decisions (Chaddad, 2012).

2.2 Corporation

In a corporation or company controlled by capital, the board of directors is appointed by investors who are principally entitled to a surplus (Surroca et al., 2006). Labor is divided up into several functions inside businesses, each of which calls for varying degrees of expertise and competence from employees. Compensation plans should, in theory, correspond to the abilities or production of employees. As a result, considerable compensation disparities within the company will develop from a significant division of labor, including tasks with varying degrees of expertise. (Surroca et al., 2006). An established corporation, of course, will be closely related to achieving the company's competitive advantage. The corporation developed into a key provider of social welfare benefits, such as retirement security and health care for employees and their dependents, that were offered by the state in other industrialized economies (Davis, 2013).

Companies make the most money when they manage their resources efficiently and creatively, in addition to using their resources (Mahoney, 1995). In other theories within the firm, it is believed that shareholders' top priority is to maximize profitability. Markets controlled by the company, such as pressure from large shareholders, takeover threats, and board oversight, will aid in keeping management focused on the goals. Numerous internal and external factors have a significant impact on businesses. There is an agency theory that has been proposed to understand the role of boards in the private sector. According to agency theory, the interests of an enterprise's owners (referred to as the principal) and its managers (referred to as the agent) will differ. Therefore, managers are likely to behave in their own interests rather than the shareholders, which presents a challenge for the owners or shareholders of any business (Basterretxea et al., 2022).

Different leadership, culture, and innovation factors have varying effects on distinct firms. While some organizational management approaches have a favorable impact on performance, others have a

negative impact that results in little to no profit (Kalogiannidis, Chatzitheodoridis, Giannarakis, & Mavrommati, 2022). There are various techniques to achieve uniqueness and scarcity for the firm. Regarding the type and quantity of specialized expertise held by individual managers or embedded in the organization, the company may be rather unique (Knight, Madsen, & Servais, 2004). Corporate management entails the complete devolution of management duties to a corporation that effectively operates (Coglan & Pascoe, 2015).

3. Methodology

In this study, quantitative methods were used. The analysis will be done using Bibliometric analysis. SMS is one literature review method (B. Kitchenham, 2004; B. A. Kitchenham & Charters, 2007). SMS will provide progress on existing studies and not provide more detailed information (Brereton, Kitchenham, Budgen, Turner, & Khalil, 2007). If the topic is too broad, it will be better to use SMS (B. A. Kitchenham & Charters, 2007; Petersen, Feldt, Mujtaba, & Mattsson, 2007). The following is an overview of the process of SMS (Bailey, Turner, Kitchenham, Brereton, & Linkman, 2007):

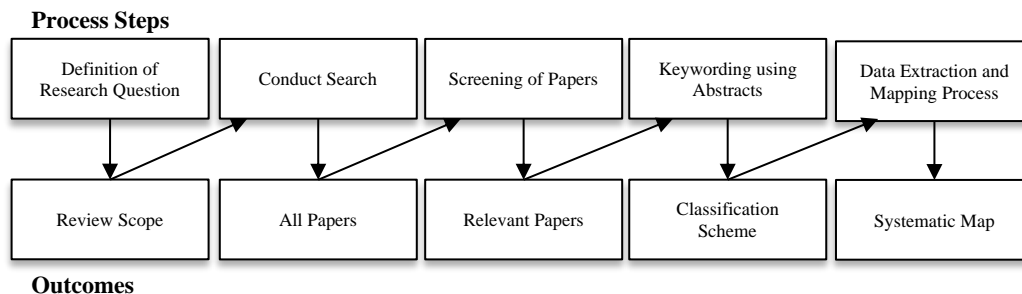


Fig.1: Step in SMS

Source: Bailey, et al. (2007)

In addition to using SMS, the process of classifying results from SMS will be analyzed using bibliometric analysis. The stages carried out in SMS are needed to map the number of relevant articles that will be carried out for this literature analysis. Here are the following steps:

1. We define the research question. The research questions in this study are how the development of literacy is related to cooperatives as corporations.

2. Choosing digital library materials and defining the search strategy are the goals of this step. This also entails coming up with a search term, refining the term, and compiling a preliminary collection of carefully chosen research from online archives that matches the search term (Engel, Ramadhan & Abdurachman, 2022)

The search for scientific publication data on corporatization and cooperatives is done through the Scopus website. The first step is to search using keywords, namely "corporate" AND "cooperative." These keywords determine the number of publications related to corporations and cooperatives.

3. Very database's specific parameters are taken into account as the query word is modified. Each database's keyword, title and abstract were checked. (Engel, Ramadhan & Abdurachman, 2022).

Conducting article screening of all articles found and looking at the inclusion and exclusion tables as material for consideration to find relevant articles

4. The next stage is to classify articles that are relevant to several aspects of classification. In this case we use bibliometric analysis using Vos viewer.

5. The final stage is to obtain bibliographic mapping data for relevant articles related to cooperatives as corporations

The bibliometric method is a quantitative technique using bibliometric data. This method has been used in various studies on business research, including business strategy (Kumar, Sureka, Lim, Kumar Mangla, & Goyal, 2021). In addition, the data used in the bibliometric analysis are usually massive in

number (hundreds, if not thousands) and their origin (such as the number of citations, publications, keywords, and topics). The interpretation can often be objective (such as performance analysis) and subjective (such as thematic analysis). The evaluation is informed through techniques and procedures (Donthu, Kumar, Mukherjee, Pandey, & Lim, 2021). This bibliometric method will use the Vosviewer application to obtain scientific mapping results from relevant scientific publications

4. Results and Discussion

Based on the first stage of the search with the keywords “corporate” AND “cooperative,” it was found that there were 1,493 scientific publications. Then, researchers categorize inclusion and exclusion to get relevant scientific publications.

Table 1. Inclusion and Exclusion

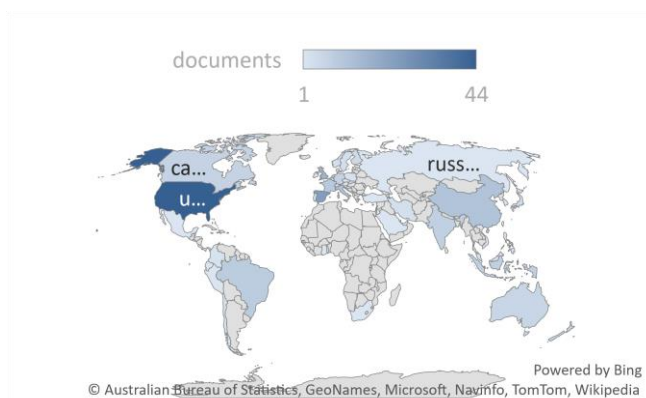
No.	Inclusion	Exclusion
1.	Articles discussing topics related to corporations and cooperatives	The article does not cover topics related to corporations and cooperatives
2.	English and Indonesian articles	Articles not in English and Indonesian
3.	Journal article document	Other form documents
4.	Peer-reviewed papers	Non-peer-reviewed paper and duplicate paper

Source: processed by researchers (2022)

Based on the inclusion and exclusion criteria, the authors carried out the data screening stage by looking at the subject area of the publication by focusing on the business, social, and economic areas. Screening-related data from this subject area found 1,006 scientific publications. After that, the author conducted an inclusion search related to the type of document and language, where 663 scientific publications were found. In addition, a peer-reviewed search was conducted to obtain 645 publications. Finally, the author conducted a screening related to the topic of discussion and obtained the number of scientific publications, as many as 199 publications.

Fig.1: Country Mapping

In the first stage, the researchers conducted a classification by country. There are 50 countries found



in this study which will be illustrated in Figure 1—the highest number of publications to date, namely from the United States with 44 publications. Then the second most populous country is Spain, with 24 publications. The third is the United Kingdom, with 17 publications. The fourth is Italy, with 13 publications, and the last is the Netherlands, with 11 publications

In addition, researchers see the relationship between research between countries based on the relationship between keywords between countries, which will be presented in table 2. Researchers use

the Vosviewer application to see the existence of scientific publications relevant to each country by looking at the aspects of documents, citations, and total links strength. Based on the results, it was found that the United States is the country with the highest number of publications, citations, and total link strength. It is then followed consecutively by Spain, Hong Kong, the United Kingdom, Australia, Norway, United Arab Emirates, Canada, Finland, Ghana, Israel, Netherlands, New Zealand, and Belgium.

Table 2. Count of Documents, Citations, and Total Link Strength per Country

Country	Documents	Citations	Total Link Strength
United States	44	1032	14
Spain	24	590	10
Hong Kong	3	78	4
United Kingdom	17	344	4
Australia	6	107	3
Norway	3	121	3
United Arab Emirates	2	95	3
Canada	7	174	2
Finland	5	47	2
Ghana	1	2	2
Israel	1	0	2
Netherlands	11	159	2
New Zealand	7	52	2
Belgium	2	72	1

Source: Processed by researchers (2022)

Based on Figure 2 regarding the total link strength between countries, it is found that there are 6 clusters in the linkage of keywords regarding corporations and cooperatives. The bigger the circle, the bigger the number of documents in that country. Circles of the same color have the same group of associations. There are 6 clusters in this map. In cluster 1 in red, there are five items: Chile, France, Hong Kong, Italy, and Spain. In cluster 2, it is green, and consisting of four items: Belgium, Denmark, Finland, and the United States. In cluster 3, it is blue, consisting of three items: Australia, Canada and Israel. In cluster 4, it is yellow, there is the Netherlands. In cluster 5, it is purple; there is New Zealand; in cluster 6, it is light blue, and there is the United Kingdom.

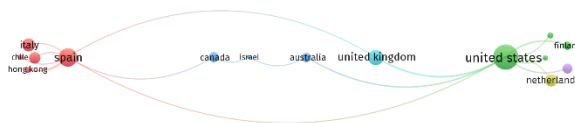


Fig.2: Total Link Strength between Countries

Furthermore, the number of documents and citations per year related to the topics used can be seen in Figure 3. Scientific publications related to relevant corporations and cooperatives started in 1990 and continued to grow until 2022. Since 2010, many researchers have been discussing corporations and cooperatives where ten documents have been detected. Then since 2015, there have been more than 15 documents that examine corporations and cooperatives. Since 2015, 2020 has the highest number of documents reaching 22; in 2021, there are 20 documents; and in 2022, there are 18 documents. When viewed from the number of existing citations, 2014 had the highest citation of 323 citations with six scientific publication documents. In scientific publications this year, many other researchers have referred so that they have the highest citations. The second highest citation was in 2010; there were 293

citations. Currently, the discussion about corporations and cooperatives is still an attraction for researchers to research this topic, and publications on this topic continue to increase annually.

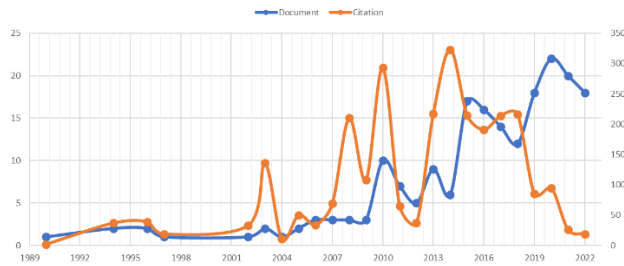


Fig.3: Total Document and Citation per Year

The aspect of keywords used by researchers can be seen in table 3. In the Vosviewer application, the number of keywords used by the author is detected as many as 717. Based on this, the keywords used are grouped based on the number of occurrences. Regarding this number of occurrences, it is divided to 3 so that at least there are at least 3 times the authors use the keyword. In addition, it is also seen from the side of the strength of the relationship related to these keywords with other keywords. In table 3, it is found that there are five keywords with the highest number, namely cooperatives, corporate governance, corporate social responsibility, cooperative/cooperatives, and performance.

Table 3. Count of Occurrences and Total Link Strength per Keywords

Keyword	Occurrences	Total Link Strength
Agribusiness	3	5
Agricultural Cooperatives	5	1
Collective Action	3	1
Cooperation	10	6
Cooperative	9	9
Cooperatives	23	9
Corporate Governance	22	16
Corporate Reputation	3	2
Corporate Social Responsibility	20	11
Corporate Strategy	3	1
Corporate Sustainability	3	3
Financial Performance	3	3
Microfinance	3	3
Performance	6	7
Social Capital	5	3
Stakeholder Theory	3	3
Sustainability	5	5

Suppose the grouping is carried out related to the relationship between keywords. In that case, it is found that there are at least six clusters. Cluster 1 is related to agricultural cooperatives, cooperative, corporate governance, and financial performance. Cluster 2 is a collective chain, corporate strategy, and social capital; cluster 3 is cooperation, corporate sustainability, and stakeholder theory; cluster 4 is cooperatives and microfinance; cluster 5 is corporate social responsibility and sustainability; cluster 6 is performance. Based on the keywords used, it can be seen that cooperatives are the main focus of the study, which is seen from the side of corporate governance and corporate social responsibility. The relationship between cooperatives in the management of corporate governance has a reasonably significant relationship reaching 16, for example, in a study by (Surroca et al., 2006). The keywords with the lowest linkages are agricultural cooperative, collective action, and corporate strategy.

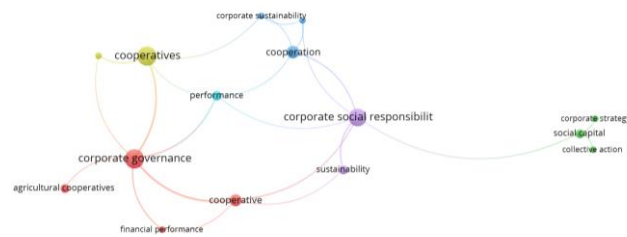


Fig.4: Total Link Strength Keywords Map

Discussions related to the corporatization of cooperatives are currently increasing. It was found in the discussion of journals with keywords related to cooperatives in 1996. A 1996 study by (Moran, Blunden, & Bradly, 1996) explained research on the empowerment of family agriculture through cooperatives and the marketing department. This study explains that some parts of Europe, such as France, and other countries in "settler economies," such as Australia, Canada, and New Zealand, are often organized into cooperatives and producer marketing departments. This cooperative for agriculture provides the benefit of a more certain supply of products in the long term, thus providing a better response to market demand. In the research of (Surroca et al., 2006) discussing corporate governance and Mondragon cooperatives, the problems indicated in this study see that cooperatives in the aspect of corporate governance are divided into two sides related to planning mechanisms and arrangements within institutions. This relates to empowering employees to achieve goals, maximize employee welfare, and encourage managers to achieve and internalize broader goals. Cooperatives will improve corporate governance.

Furthermore, it was noted in 2007 research Motiram & Vakulabharanam (2007) that cooperatives still need more attention when discussing corporate and cooperative solutions for the agrarian issue in developing nations. According to this research, cooperatives may offer financing for marketing-related issues and get around different constraints that other options have if there are the right laws in place. A study by (Shanahan, Lord, & Robb, 2007) on annual report readership, which focuses on an agricultural supply cooperative, reveals that cooperatives have an essential role in the agricultural sector in the New Zealand economy. Cooperatives play a significant role in the process and export of final products and as producers' supply providers.

In research conducted in 2009, (Mersland, 2009) showed the cost of ownership in microfinance organizations. It shows that several opinions provide explanations related to the microfinance industry where the national legal framework considers non-profit organizations and most cooperatives are non-profit organizations lower-level banking. Another research, namely (Burke, 2010), regarding cooperatives for "fair globalization"? Indigenous people, cooperatives, and corporate social responsibility in the Brazilian amazon. This study argues that by participating in cooperatives, indigenous peoples are intended to develop their "capacity for self-development" and reduce their dependence on outsiders through "modern conditions" that allow intercultural economic integration. Cooperatives are complex and diverse. The cooperative organization does not guarantee actual social development or cooperation and may, in fact, institutionalize inequality and dependence. According to a 2011 study, management training can be a source of perceived competitive advantage. (Basterretxea & Albizu, 2011). The Mondragon Cooperative Group Case, which has a cooperative business company as its backdrop, it is often said that it is difficult to have good managers so that it is difficult for this type of business to endure. However, this can be overcome with the Mondragon management training center because this training for cooperative business entities is a source of competitive advantage in the development and retention of managers, who are essential factors in the continued growth of cooperatives.

Research on playing with an oxymoron: global business with a human face was published in 2012, specifically by (Zanfei, 2012). The fact that social enterprises are created to produce an economic

surplus that will be spent to enhance the fulfillment of social goals is a significant attribute of these businesses (e.g., poverty reduction). According to this study, social cooperatives actively engage in economic activity while pursuing mutual advantages amongst actors (workers or customers) that share the same ideals. In contrast, stakeholders are urged to create initiatives to enhance the welfare of the larger community of actors about those directly involved in economic operations in the case of multinational social businesses.

Furthermore, according to (Bacon, 2013), Fair Trade coffee travels from Nicaragua to California through quality revolutions, solidarity networks, and environmental advances. This study found that the sustainability innovations that emerged from this project were the construction of a cupping laboratory within a farmer cooperative and forming a national association of farmer cooperatives. They promote artisan producers, sustainability, and an integrated vision of quality. Research by (Flecha & Ngai, 2014), regarding the challenge for Mondragon: Searching for the cooperative values in times of internationalization. The implementation of the Corporate Management Model (CMM) for operations will improve the implementation of strategies in which employees participate in expanding subsidiaries overseas. CMMs in subsidiaries pursue harmonization with cooperative managerial practices and parent cooperative values. A potential alternate governance structure for small, low-value fisheries is discussed in (Coglan & Pascoe, 2015) on Corporate-cooperative management of fisheries. The cooperative-enterprise governance model offers potential advantages for managing small, low-value fisheries when traditional management models may not be practical. According to this study, changing the way fisherman work would be necessary for corporate-cooperative governance. In particular, each person will determine individually and jointly when to fish and what to catch. According to Meyer et al. (2017), a network of French winemaking cooperatives is an example of how collective action promotes the adoption of corporate social responsibility in small and medium-sized firms. This study found that through a collective CSR strategy, cooperatives and their members become embedded in mutually beneficial networks that strengthen each other's identity. Today, they have collectively developed several essential rules and tools, such as the CSR guidelines and the VDD trademark, which have helped them execute their CSR strategy.

Bretos & Errasti (2018) researched the difficulties of managing across borders in worker cooperatives. Insights from the Mondragon cooperative group revealed that none of the foreign subsidiaries consistently and thoroughly implemented the cooperative movement's fundamental principles, such as wage solidarity, job security, ongoing business and social education, employee ownership, profit-sharing, and general management participation. In this context, institutions are vital in shaping diffusion. Researchers (Benos et al., 2018) also studied the topic of Using a "currency matrix" to assess performance in cooperatives throughout a number of phases. This study creates a framework for cooperative performance. The cooperative has yet to determine its competence between two commercial and social values. In practice, combining the dashboard that the researcher has created with the life cycle framework may help cooperative leaders make the right decisions, especially in the final phase, where they have to make "choices" that determine whether their cooperative can go through a successful life cycle.

(Franken & Cook, 2019) on whether corporate governance recommendations apply to U.S. agricultural cooperatives found that larger cooperatives and cooperatives with fewer boards will have better performance, empirically for companies in the early-level corporate governance literature not supported by governance that takes more into account endogeneity. Moreover, from a managerial point of view, larger cooperatives would require a larger board to represent a larger membership's potentially more significant heterogeneity. However, for cooperatives of a given size, it is likely better to limit than expand the board size.

In the 2020 study, there were five researchers, namely (Alcívar, Cruz, Mero, & Hidalgo-Fernández, 2020; Castilla-Polo & Sánchez-Hernández, 2020; Hernández-Perlins, Ariza-Montes, & Araya-Castillo, 2020; Teixeira, Caleman, & Américo, 2020; Yobe, Ferrer, & Mudhara, 2020). A study by Teixeira,

(Teixeira et al., 2020), found that cooperatives are based on their governance. We can state that in the state of Mato Grosso do Sul, traditional cooperatives still dominate in addition to cooperatives that adopt more sophisticated management techniques. Research by (Castilla-Polo & Sánchez-Hernández, 2020) finds that cooperative movement and governance can strain the social Intangible Assets mobilized by these companies, especially regarding sustainable development. Research by (Yobe et al., 2020) explains that cooperatives in South Africa lack proper training exposure and the capacity to find the instruction that will help them become more financially efficient.

To enhance cooperatives, policymakers and practitioners must comprehend the connection between training and financial efficiency. Research by (Hernández-Perlines et al., 2020) explains that this agro-food cooperative in Spain is gradually incorporating corporate social responsibility into management to increase its advantages through a combination of economic, social, and environmental. According to a study by (Alcvar et al., 2020), the researcher's proposed instrument enables researchers to distinguish corporate sustainability strategies across diverse cooperatives, improving researchers' comprehension of their strategic applications and assessing their input. Researchers propose this assessment scale as a tool that may be customized to any business sector because the cooperative sector offers financial and non-financial activities (production, services, consumption, and housing, among others).

Furthermore, in 2021, there will be three studies, namely (Bernal-Jurado, Mozas-Moral, Fernández-Uclés, & Medina-Viruel, 2021; J. Royer & McKee, 2021; Zoller, 2021). The research from (J. Royer & McKee, 2021) discovered that decreasing the optimal equity position and increasing the rate of return on equity is possible if the typical cooperative is ready to tolerate more significant risk of loss to lower interest coverage. As a result, it can increase the rate at which it terminates the member's equity and shortens its rolling period. (Zoller, 2021) explains that by linking locally rooted businesses in Mondragon-style national and international networks, hybrid communities, and union-owned cooperatives, organizations promote ownership among women, minorities, and immigrant workers, creating access to food for the community. Low-income earners, and advocate for policies that support marginalized groups. In addition, the research of (Bernal-Jurado et al., 2021) explains that the quality of information and interactions on the website, the presence of organizations in international markets, organic wine certification, size of cooperatives, and organizational orientation towards the consumer market has a positive effect on the popularity of cooperative websites in the agri-food sector. This is certainly supported by a commitment to greater business concentration, internationalization, an expanding organic product market, and a stronger focus on the market that can aid in the growth of this industry both in the traditional market and the digital market.

Furthermore, in the 2022 study, there are two related researchers, namely (Basterretxea et al., 2022; Djan & Mersland, 2022). According to research by Djan and Mersland (2022), cooperatives have bigger boards and have board meetings more frequently than NGOs (Non-Governmental Organizations). In contrast, NGOs frequently select more foreign directors than cooperatives do. Cooperatives often do better than NGOs in terms of cost and charge cheaper interest rates. At the same time, NGOs outperform cooperatives in terms of social performance. The two firms are comparable in terms of profitability. Additionally, an analysis by (Basterretxea et al., 2022) explains that the internal factors associated with the Fagor Electrodomésticos Group with the system and culture of cooperative governance affect failed strategic decisions and reduce the company's ability to reverse the decline caused by external factors. Every research that was found in this mapping have a concern about how the cooperative can achieve their goals when it's managed in corporatization.

5. Conclusion

Based on the mapping of cooperatives and corporations in the scientific publication literature in the Scopus database, it can be seen that cooperatives and corporations can be implemented simultaneously. The discussion focused on cooperatives keywords with the most keywords, namely 23 publications. Based on 23 related scientific publications, it is known that the implementation of agricultural

empowerment cooperatives, corporate governance, corporate social responsibility, corporate management, and sustainable development. Overall, cooperative activities carried out as a corporation will provide better organizational management without forgetting the cooperative principle completely. One of them in the study of (Surroca et al., 2006) explains that the management of cooperatives by implementing corporate governance will increase the empowerment of human resources. This is supported by the implementation of Mondragon cooperative management in the research of (Basterretxea & Albizu, 2011). This shows that cooperatives and corporations are two literacy skills that can be related to each other to support a more sustainable cooperative management.

The results of this study can provide guidance in helping researchers to plan future research through the discovery of research gaps and provide an overview of the development of cooperatives that implement a corporate management system that allows it to be applied to current and future cooperatives. While the limitations of this research are that this research is limited to literature studies not case studies or field studies.

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