TRUST IN INTRAORGANIZATIONAL RELATIONSHIPS: THE CASE OF COOPERORG-DF

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ABSTRACT

Purpose: Associativism and cooperativism, as social technologies, are promoters of rural development. Social capital and, above all, trust is essential for the success of organizations. The study considers – from the perspective of the members – the relationships of trust in the Cooperative of Producers of the Organic Market of Brasília, Federal District, as well as identifying the social capital formed by actors that make up this organization.

Methodology: The research is applied, has an exploratory character, a qualitative and quantitative approach, representing a case study. The dimensions of organic food production in the DF are highlighted through the collection of updated data and, also, with emphasis on informality and the flow constant of (in)formal relations in the cooperative environment.

Results and Discussion: The demographic and socioeconomic profile of the cooperative members demonstrate the influence of the strengthening of cooperative actors on the development of their own businesses, contrasting with the current development of the cooperative. The results reveal the gaps observed in cooperative management, demonstrating the importance of relationships based on trust for strategic management, as well as for strengthening social capital as a basis for the development of cooperative organizations.

Implications of the Research: It is hoped that the results presented can support future studies and research relevant to collective actions based on trusting relationships and contribute to positive changes in cooperativism.

Originality and Value: The research innovates in the presentation of a research agenda based on the construct – trust, observed in the interpretation of cooperative actors who form the first cooperative of organic food producers in the Federal District, Federal Capital of Brazil.

Keywords: Collective Actions, Cooperative, Social Capital.

A CONFIANÇA NOS RELACIONAMENTOS INTRAORGANIZACIONAIS: O CASO DA COOPERORG-DF

RESUMO

Objetivo: O associativismo e o cooperativismo, como tecnologias sociais, são alavancadores do desenvolvimento rural. O capital social e sobretudo a confiança são essenciais para o sucesso das organizações. O estudo considera – sob a percepção dos cooperados – as relações de confiança na Cooperativa dos Produtores do Mercado Orgânico de Brasília, Distrito Federal, bem como identifica o capital social formado por atores que compõem esta organização.

Metodologia: A pesquisa é aplicada, tem caráter exploratório, abordagem qualitativa e quantitativa, representando um estudo de caso. Apontados por meio da coleta de dados destaca as relações (in)formais do ambiente cooperativo, fortalecidas pela atividade produtiva comum.

Resultados e Discussão: O perfil demográfico e socioeconômico evidencia a influência do fortalecimento dos cooperados no desenvolvimento de seus próprios negócios, contrapondo-se ao desenvolvimento atual da
cooperativa. Os resultados revelam lacunas observadas na gestão da cooperativa demonstrando a importância das relações baseadas em confiança para a gestão estratégica, bem como para o fortalecimento do capital social como base para o desenvolvimento das organizações cooperativas.

Implicaciones da Pesquisa: Espera-se que os resultados apresentados possam subsidiar estudos e pesquisas futuras pertinentes às ações coletivas baseadas em relações de confiança e contribuam para mudanças positivas junto às redes cooperativistas.

Originalidade e Valor: A pesquisa inova na apresentação de agenda de pesquisa com base no construto – confiança, observada na interpretação de atores cooperados que formam a primeira cooperativa de produtores de alimentos orgânicos do Distrito Federal, Capital Federal do Brasil.

Palavras-chave: Ações Coletivas, Cooperativa, Capital Social.

CONFIANZA EN LAS RELACIONES INTRAORGANIZACIONALES: EL CASO DE COOPERORG-DF

RESUMEN

Propósito: El asociativismo y el cooperativismo, como tecnologías sociales, son palancas del desarrollo rural. El capital social y, sobre todo, la confianza es esenciales para el éxito de las organizaciones. El estudio considera – desde la perspectiva de los socios – las relaciones de confianza en la Cooperativa de Productores del Mercado Orgánico de Brasilia, Distrito Federal, además de identificar el capital social formado por los actores que componen esta organización.

Método: La investigación es aplicada, tiene un carácter exploratorio, de enfoque cualitativo y cuantitativo, representing un estudio de caso. Se resaltan las dimensiones de la producción de alimentos orgánicos en el DF a través de la recolección de datos actualizados y, también, con énfasis en la informalidad y el flujo constante de relaciones (in)formales en el entorno cooperativo, fortalecidas por la actividad productiva común.

Resultados y Discusión: El perfil demográfico y socioeconómico de los cooperativistas demuestra la influencia del fortalecimiento de los cooperativistas en el desarrollo de sus propios negocios, contrastando con el desarrollo actual de la cooperativa. Los resultados revelan las brechas observadas en la gestión cooperativa, demostrando la importancia de las relaciones basadas en la confianza para la gestión estratégica, así como para el fortalecimiento del capital social como base para el desarrollo de las organizaciones cooperativas.

Implicaciones de la Investigación: Se espera que los resultados presentados puedan respaldar futuros estudios e investigaciones relevantes para acciones colectivas basadas en relaciones de confianza y contribuir a cambios positivos dentro de las redes cooperativas.

Originalidad y Valor: La investigación innova en la presentación de una agenda de investigación basada en el constructo – confianza, observado en la interpretación de los actores cooperativos que forman la primera cooperativa de productores de alimentos orgánicos del Distrito Federal, Capital Federal de Brasil.

Palabras clave: Acciones Colectivas, Cooperativa, Capital Social.

1 INTRODUCTION

Cooperation marks the 21st century as the era of alliances (Austin, 2001). With regard to the socio-material arrangement, cooperation provides stability and fluidity (Nenonen et al., 2014), as well as a tension between stability and change (Kjellberg; Olson, 2017).
In an expanded understanding of social relations for the complexities of systems in agribusiness, this research highlights the inclusion of actors and their interactions based on trust. The concept of “networks” is integrated into production systems with the structuring of relationships between actors, resulting in ties based on relationships of trust, economic exchanges or information exchange (Mendes, 2006).

Adopted by the New Economic Sociology (NSE), the trust in social relations in connectivity or interaction between “networks” is what underlies the importance of these relations (social/organizational/personal) and the performance of transactions in its theoretical approach. Organizational relationships are, in essence, a set of personal relationships between the individuals that make up each link in its structure (Granovetter, 1973).

COOPERORG-DF is the first cooperative of organic producers in the smallest Brazilian federative unit and its emergence arose from the need for the development and growth of small farmers, where they were not competitive compared to large companies in conventional agri-food systems.

The characterization of the “social network” – in this study – analyzed the ties formed by its individuals, members of the Cooperative of Organic Market Producers (COOPERORG) in Brasília (DF), where both identification and quantification and characterization occur: (i) actors; (ii) social, economic and demographic dimensions; (iii) perceptions about: themselves, members and cooperatives. It analyzes the relationship between the cohesion of the intra-organizational “network” and the levels of trust among members, and between them and the management of the cooperative.

2 THEORETICAL REFERENCE

2.1 COLLECTIVE ACTIONS, NETWORKS AND ACTORS IN ORGANIC PRODUCTION SYSTEMS

Analytical structures in the most diverse studies on rural business – focused on the relationships between actors, organizations and institutions – aim to promote the analysis of its complex production chains, marketing channels and organizations. The restructuring processes of the various agricultural-based systems highlight a contrast in dynamics, related to their performance in the markets (Ploeg, 2016; Wilkinson, 2002).

New organizational arrangements for the production, distribution and commercialization of products from agroecological-based systems have been highlighted in the
literature (Ploeg, 2016, 2020). Cases of natural, artisanal, traditional products, with local specificities, geographical and ethnic indications, fair trade, family agribusinesses and organic products, are observed throughout Brazil (Miranda et al., 2020).

When seeking to understand the organization of these different actors, it is observed that many of these are small producers with difficulties in adapting to the regulatory standards of production systems, where obstacles to accessing marketing channels, such as: low scale, lack of standardization, periodicity, quality, certification and others are common in SOP Organic Production Systems (Negrão, 2019; Sousa Junior, 2020).

The recognition of resources involved in social relations, not accounted for by other forms of capital, and the appreciation of the role of these resources in the economic performance of their actors/agents, has been the object of studies in NSE approaches, as well as in the search for new instruments that can increase competitiveness in the face of the challenges of economic globalization and the configuration of new markets (Ploeg, 2020). The emergence and maintenance of collective actions in new formats of agri-food systems are strongly influenced by reputation, trust and reciprocity (Setragni, 2022).

The concept of “network” as a social theory observes through the relationships of collective actions, the connections of friendship and/or kinship, the commercial exchanges and the mobilizations that permeate history in the most diverse approaches. The benefit proposed to the “network” is greater than individual effort, where common ties – whether family ties or professional activity – frame social relationships, promoting closeness and common interests (Setragni, 2022).

Schmitt (2011) clarifies that in sociology “network” analysis has been strengthened since the 1970s, in investigations of society through collective movements, flows and connections; and for social actors – through characteristics and dynamics of interaction – effectively as interdependencies, in temporal and spatial contexts of their existence. In other words, “networks” can be understood – in their modeling and structuring – as a set of actors and their relationships, representing companies, families, strategic business units, cooperative commercial associations, distributors, consumers and other types of organizations (Castells, 2002). Granovetter (1973), points out the existence of ties in a “network” due to the combination of the amount of time, emotional intensity, intimacy and reciprocal services that characterize the bond, but it is also possible to observe a certain independence of a bond from the other.

However, the set of ties is highly correlated, characterizing the existence of the “network”. Absent ties are characterized by the lack of relationship or the presence of a
relationship without substantial importance, that is, ties: (i) weak, characterized by dispersed individuals, in which reciprocity and trust do not play an important role; (ii) strong relationships are constituted by the relationship of effort, trust and reciprocity between members and last for a long period. Thus, there is a lot of credibility and influence between members who participate in the same social circle (Granovetter, 1973).

Depending on the individual's position in the “network”, they benefit more than others in the flow and transfer of resources. In this way, a technical-economic “network” is perceived as a coordinated set of heterogeneous actors, interacting and connected to each other, in different processes of agency, emerging stable representations and objective statements about reality (Castells, 2002).

The study of production chains (vertical analysis) with the analysis of “networks” (horizontal analysis) is represented by a “network” of actors (netchain) in the combined assessment of horizontal and vertical ties, where the nature of interdependence between agents incorporates elements of reciprocity, with social ties and economic transfer of knowledge and innovation (Lazzarini, Chaddad and Cook, 2008).

Cooperativism as a social technology, expressed as a “set of techniques and procedures, associated with forms of collective organization, which represent solutions for social inclusion and improved quality of life” (Lassance Jr; Pedreira, 2004, p. 66), acts at the heart of the community, uniting strength and desires to promote social, economic and environmental growth, as is the case with organic producers. The reason for existence of cooperatives is the development of their members, the place or region where they are located.

2.2 TRUST AS A PROMOTER OF SOCIAL CAPITAL IN COOPERATIVE NETWORKS

Trust as an analysis construct is presented on the approach of various sciences in concepts from different areas such as psychology, sociology and economics (Reyes Júnior, 2008). Rousseau et al. (1998) report that trust is a psychological state that comprises the intention to accept oneself as vulnerable, based on positive expectations of the intentions or behaviors of others.

The complexity of relationships and the impossibility of controlling the actions of others can inhibit the intentions of many behaviors, where multifaceted and distinct characteristics – in cognitive, emotional and behavioral dimensions – discriminate against people and institutions that are trustworthy, neutral and untrustworthy. worthy of trust (Reyes Júnior,
2008). Based on rational and relational choice (Zancan and Prado, 2006), the component with cultural, emotional meanings and social relationships is emphasized.

To this end, the trust measurement model (Morrow, 1999) considers the cognitive and affective dimensions as a process to determine whether an individual, group or organization is trustworthy, observing how the emotional bonds of trust develop and the reasons for deciding on trust. Trust plays an important role in analyzing the effectiveness of “networks”, in their dimensions of resilience and specificity (Reyes Júnior, 2008).

Resilience observes the immediate perception of advantage, anchored in solid values and numerous social ties. While specificity is analyzed as didactic when relating to direct or prior knowledge between actors in the community and generalized when it involves the reputation and affiliation of actors with institutions (Morrow, 1999).

The governance mechanism for acts of trust - deep-rooted relationships - facilitate the exchange of resources and information, decisive for efficiency. In this way, it highlights trust as the only governance mechanism where voluntary exchanges of products and services occur without obligations (Uzzi, 1997).

Zucker (1986) highlights the importance of social institutions for building trust and this implies that process-based trust considers commercial dimensions when analyzing relationships between companies, customers and suppliers, and non-commercial dimensions when analyzing friendship relationships between its actors.

According to the Actor Network Theory (ATR) (Latour (1996), the actor is not an individual, human being, intentional, but rather the “actant”, that is, the “actant”, someone who acts, acts and whose performance, activity, is attributed by others in the “network”. Therefore, there is no precedence of the “network” over social action or social action over the “network”, that is, the action of both “humans” and “humans”. non-humans”, as an emerging property of “networks”, humanize what we call objects and reify what we call human beings, giving rise to “hybridisms”, whether in “objectified” or “humanized” conceptions.

The patterns of “network” organizations permeate values and reflections on the reality that they impose on their actors, discourses and power relations, assimilated by other actors and agents, incorporating material dimensions, instruments of work, doing, procedures, in movements intentional, from some “central nodes”, to the others. These “command centers”, of “translation” are responsible for suppressing, in a real or virtual way, certain portions of a “network”, providing structures, knowledge, establishing guidelines, problems, surpluses, starting to act on behalf of segments from the Web”. They vary in space and time, giving rise to “regional organizations” (Schmidt, Saes and Monteiro, 2014).
Bourdieu (2000) highlights that trust will always generate social capital, resulting in the centralization of the benefits that individuals obtain from participation in groups, and also in the social relationships aimed at this purpose, such as the set of real or potential resources, related to the position of a “network” of lasting, institutionalized relationships, with knowledge and mutual recognition. Social capital has less transparency and greater uncertainty than exchanges based on economic capital (Reyes Júnior, 2008). They are characterized by transactions in non-specific obligations, uncertain time horizons, with possibilities of violating expectations of reciprocity.

Thus, the density of social “networks” plays a central role in the creation and maintenance of social capital (Coleman, 1994; Putnam, 1996). Social capital as a resource is particularized as it is inherent to the structure of social relations, becoming a facilitator for achieving individual objectives that would not be possible or would require greater cost if the individual did not belong to the “network” (Coleman, 1994).

As the main component of social capital, trust will provide as much as the higher its level, the greater the level of cooperation between actors, that is, trust allows “free rides” in relationships with the participation of opportunistic relationships and individuals, or even a “Blind trust” observed as excessive trust increases the likelihood of opportunistic actions (Putnam, 1996; Olson, 1999). Social capital becomes generalized where horizontal relationships are established (Putnam, 1996).

In symmetrical relationships, social capital can be originated at coinciding points, or inherited (sex, age), or acquired such as attendance at clubs and associations; and in the intensity of relationships, social capital can be nexus, based on family, friendship, bonds of respect, trust and companionship (Forni, Siles and Barreiro, 2004).

Wever, Martens and Vandenbempt (2005) propose an analysis model for the influence of social capital as a multidimensional concept in the efficiency of acquiring strategic resources in “networks”, where efficiency depends on the structural and relational dimensions of social capital, as well as of the interaction between the two. Thus, this model indicates the “network” as a causal variable, and the mediating variable as a structural configuration. Zucker (1986) reports that the types of trust are both mediating and moderating variables, while the dependent variable is organizational efficiency.

Trust is based on characteristics, institutions and processes, as well as a relational component of social capital (Balestrin, Verschoore and Reyes Junior, 2010). This multilevel model – intra and/or intergroup – identifies how this asset can be extended to members of the
“network”, in order to increase group efficiency, considering social capital collectively appropriable by all actors (Reyes Júnior, 2008).

3 METHODOLOGY

This study aims to deepen the understanding of a social group in an organization, located in the Federal District, using qualitative research, by not focusing only on numerical expressiveness. It addresses “the universe of meanings, motives, aspirations, beliefs, values and attitudes, in the densest space of relationships, processes and phenomena, which cannot be reduced to the operationalization of variables” (Goldenberg, 1997). By investigating and understanding the dynamics of trust relationships developed between cooperative members, and between them and the management of the cooperative, the objective was to generate knowledge that supports applied research, involving local truths and interests, punctuated by its participants, from the perspective of these (Silveira and Córdova, 2009).

The research proposal of the case study, as it seeks to delve deeper into the issues raised (Gil, 2002), is based on intra-organizational trust relationships and the development of social capital, based on bibliographic and documentary research, in a flexible and semi-structured way, in the criteria that comprise the phenomenon, in its exploratory form (Selltiz, Wrightsman and Cook, 1965). A set of semi-structured interviews was used, supported by a script for the study, with a sample made up of organic producers linked to COOPERORG-DF.

Quantitative data contributes to the processing of content with qualitative data, by allowing different forms of statistical analysis of texts through different sources, such as compilations of documents, questionnaires and interviews (Salviat, 2017), being the units of context, easy to understand in the actors' perceptions of the relationships between themselves and between the cooperative's management.

The study population – producers specializing in food SOP in the DF – is made up of 45 producers. The sampling reached 80% of the population, 36 producers, in addition to the participation of former cooperative members (inactive members). Of the total of 36 producers, 16 had not delivered products for at least three years from the date of the interviews.
4 RESULTS AND DISCUSSION

4.1 ORGANIC AGRICULTURAL FOOD SYSTEMS IN THE FEDERAL DISTRICT

The collective actions of organic producers, as associations, unions, cooperatives, “networks” and communities that support agriculture are distributed across the various Brazilian states, observing economic viability in different modalities, as well as their respective consequences and impacts arising in their post-modernization (Soares et al., 2021). Organic production is mostly made up of family production units, with an organizational model based on various collective arrangements.

The processing and/or processing of organic products in agro-industries requires specialized technical knowledge, and in turn, the use of technologies requires high investments. In the organic agroindustry, volumes are often low, with risks inherent to the process, the cost of capital is high, and returns that are often not sufficient to encourage investments in increasing production (Soares et al., 2021).

The DF is considered a prominent center in the country's organic agrifood systems for important reasons, where the population with high purchasing power, infrastructure, climatic conditions and the size of rural areas, encourage the short circuit market, strengthening direct distribution towards the end consumer, without the intermediary of companies and “middlemen”. The consumer can negotiate directly with the producer (fairs, cooperatives, soirees, meeting points, among other ways.) fruits, vegetables, leafy vegetables, grains, mushrooms, honey, meat, milk, flour, processed foods, dairy products (Setragni, 2022).

Among the outlets for organic food production in the DF, the following stand out: (i) fairs, representing around 58.9% of sales of organic products; (ii) CSA, with approximately 28.4%; (iii) social “networks”, with 4.1%; and (iv) sales via the internet and digital social media, indicating 3.6% of total sales (Sousa Junior, 2020).

It also means highlighting that around 90 varieties of organic food are grown in and around the Federal District, covering a total area of approximately 700 hectares (ha). Around 1,700 producers are in the process of transitioning to certification and registration in the CNPO system (Emater, 2020).
4.2 COOPERORG IN THE FEDERAL DISTRICT

The cooperative has in its history the strengthening of organic food production in Brazil, starting in the 1980s, and accompanied by private initiatives by small producers and family farming entrepreneurs, in the transition from conventional production to SOP. It was born from the movement of pioneers, organic food producers, who began their journeys, acting incisively, within the State Supply Center (CEASA) of the DF, in a common location, together with conventional producers.

This vanguardism encouraged them to defend public policies and joint actions for the development and structuring of the segment. These precursors are always mentioned in the speeches of the cooperative members – respected and valued – by all participants in the sample of this study. With the creation of the DF Organic Agriculture Program (PAO) by SEAGRI, the movement of pioneers was consolidated with the creation of the Association of Organic Market Participants (APMO) of Brasília in 2001, integrating small producers, as promoters and consolidators of expansion of the Organic Products Market (MPO).

With a new format, COOPERORG-DF (re)starts its activities in 2012, with the aim of innovating and strengthening producers in the creation of new marketing and distribution channels for organic products in the DF market. With an appropriate structure, it includes the marketing and distribution of organic production from its members, with a hired administrative team. It aims to “...offer healthy and tasty organic food, strengthening the sustainable organization of its producers; become a reference cooperative in the organic market, in the Federal District..., ...satisfaction of its members” (COOPERORG-DF, 2022).

4.3 SOCIODEMOGRAPHIC AND ECONOMIC PROFILE OF COOPERATORS

In this sample, 31% of the cooperative members are female and 69% are male. The national average for females in agricultural productive activities represents 19% (IBGE, 2017). Therefore, in the DF and in this segment, the number observed in Brazil was exceeded.

The predominant age group is 40 to 49 years old, for 33% of cooperative members. When highlighting the permanence in the cooperative segment, the age group between 60 and 80 years old, covers a total of 16 cooperative members, that is, 44%, even higher than the predominant age group described. This sample includes a single foreign person, naturalized, cooperative member.
Regarding the origin of the individuals, only the northern region of Brazil is not represented. The actors are not identified as illiterate, 39.5% of the cooperative members studied primary and/or secondary education. Among those who studied higher education courses are 61.5% of cooperative members. Cooperatives who attended a lato sensu and/or strictu sensu postgraduate course represent 80% of this sample. Of the 31 Administrative Regions (RA) of the DF, 13 are represented in rural areas (less than 1 hectare up to areas with 300 ha).

Of these areas, the general total – including areas for legal reserve – there are areas of construction and rural establishments, with approximately 257.5 ha. It is observed that the areas leased by the cooperative members are smaller than 1ha, for 3% of the cooperative members, and the rural settlers, with areas up to 5 ha, correspond to 8.5%, and together they total 54 ha. Thus, cooperative members (rural owners) make up a total of 88.5% of cooperative members, with a total area of 899 ha. The overall total of organic production areas (550.5 ha) represents 58% of rural areas. This research demonstrated: (i) organic cultivation area without the use of irrigation systems is 161.5 ha; (ii) area of irrigated organic cultivation without greenhouses is 353 ha and (iii) area of irrigated organic cultivation in greenhouses is 36 ha.

The motivations that led cooperative rural producers to develop organic agriculture are identified. The majority, 38.5% of cooperative members, diversified their entrepreneurial activities from agricultural production to enter the segment, with strategies such as market segmentation, and the accelerated growth of the MPO in DF, as well as the higher financial return, compared to conventional agriculture. Soares et al. (2021) reported that organic production is not only made up of small farmers, which configures different commercial realities; but when it comes to large producers, in general,

Larger-scale commercialization of organic products is carried out in more distant markets, with long chains, which reduce the direct relationship between producer and consumer.

The “organic pioneers,” as called by the COOPERORG-DF actors, 16.5% are members of the cooperative with significant experience in the segment, with more than 30 years of organic food production in the DF. In the vast majority of cooperatives, individuals have between 10 and 30 years of activity in the segment. Attributes are characteristics of the actors influencing interactions between people, which may include workplace, geographic region, time worked in the activity, type of activity; and communication processes are relevant attributes between individuals and organizations when sharing information (Ehrlich and Carboni, 2005).
All have their own brand and certification by the Guarantee System (SG), which are conformation certification and quality assurance systems for SOP, by participating bodies. A minority of cooperative members, around 14%, are recognized by audits from certifying companies. Family farmers make up 33% of cooperative members, in addition to these 3% of family farmers who also operate in retail, with their own store. In the business and retail sector, they account for 66%. In its expansion, another 8.5% went from producing entrepreneurs to agribusiness and retailers. Add to those who advanced the wholesalers, in 8.5% of cooperative members.

The main income of cooperative members stands out, around 75%, from the production of organic food. Those who have another source of income are 14%, in independent professional activities or public service. Retirees, 11% of cooperative members. Together, they bring together the workforce of 715 workers, of which they are included. 15.7% are family farming workers, 68.3% are hired workers. Day laborers without a contractual relationship reach 16%. All 36 cooperative members diversified their activity, in addition to production, processing and distribution, delivery, delivery points and participation in local fairs. Among these, five members have their own businesses, with a physical store. The sales channels, in this study, include fairs, and/or specific points for organic foods, wholesalers and retailers in the DF and other geopolitical regions of the country.

Around 19 RAs in the DF are reached by members through producer fairs, and 11% of members mentioned government purchases, for the National School Feeding Program (PNAE) and for the Food Acquisition Program (PAA) in Brasilia. Some CSA were highlighted, with 5% of cooperative members providing this service. Channels such as wholesalers and retailers are served by members, both in DF, with 81.5% of members, and around 22% supply bars and restaurants in the locality.

In this sample, 44% of members reach different regions of the country, with emphasis on the Central West, and around 89% of members reach other capitals. It is important to highlight that a cooperative member reaches, in addition to Brazilian capitals, the international market by supplying international restaurant “chains”. It is observed that around 22% of the total number of active and inactive members of the cooperative have marketing channels within CEASA of the DF, in the Family Agriculture Galpão, and in the Conventional Agriculture Galpão.

As pointed out in the interviews, only 5.5% delivered products only to the cooperative, through its own distribution and sales channel, at CEASA of the Brasília MPO. One of these became a former member. Another 8.5% of cooperative members no longer produce. Inactive
members, around 56%, either do not deliver their products to the cooperative or do not produce. Active members made up 41% of the sample. Of these, only six members deliver their products, representing an approximate percentage of 16.5% of active members, making it necessary to serve current customers by purchasing products from third parties.

When analyzing the collaboration of cooperative members with management, reports about the decrease in the interaction of actors in the communication processes, information sharing, and in social relations between them, results in less intense connections or even in the breaking of connections, in consecutive managements. Of the 33% of cooperative members who do not care, those who expressed feeling neutral about this issue demonstrate a lack of interest in the topic. This percentage is significant, a reflection of apathy, or devaluation on the part of members, regarding the organization in which they are associated.

Regarding trust in management, 10% of respondents said they never trust management. Around 40% were neutral, and 39% always trusted the management. Only 29% of members increased their participation in the actions developed by the cooperative's management, 4% drastically decreased, and 23% were neutral in their responses, which further reinforces the lack of commitment to the cooperative. It is noteworthy, however, that 93% of cooperative members joined the cooperative due to its reputation and brand value.

For cooperative members, around 94%, trust is extremely important in economic relations. Regarding conflicts between cooperative members, for 75% of respondents, recurring in the cooperative's management, conflicts occur due to lack of payments and lack of apportionment. The reasons identified, confirming the statements of the cooperative members, were due to the decrease in receipts for products, due to constant delays and/or lack of payments.

Studying the “network” formed by actors associated with the cooperative, provided in its analysis, the promotion of its social capital, as an organizational development strategy, through the relationships between its individuals, supporting the description of empirical phenomena, the interactions between actors (Kremer and Talamini, 2013).

5 CONCLUSION

A significant portion of the members of the cooperative joined the cooperative precisely because they trusted each other, a reason that established the action, because they believed in the cooperative movement, given the reputation of the cooperative. However, the facts discussed by the cooperative members, about the cooperative's management, the rapid growth
of the institution, the significant development of its actors, added to the inconstancy or absence of payments and apportionments, as reported, tend to demonstrate the weakening of the “network” relations. ” intraorganizational.

According to the research, when analyzing the trust that exists between COOPERORG-DF actors, it is urgent to encourage members to comply with rules and sanctions for managing the cooperative, collective monitoring, responsible leadership and improvement in communication channels, as well as sharing information, for the organizational development and maintenance of the cooperative.

The interaction between individuals is an aspect that can be considered crucial in solving problems in this “network” of actors. The “network” analyzed, within which there is great reliability and broad informal trust between its actors, is capable of achieving much more than the group formed by the same members, comparable to the formal transactional relationships of its members.

At this point, it is observed through the approaches developed that a “network” is not just a collective of people. A “network” is configured in its pattern, as relationships based on trust, in its strong or weak connections, formal or informal, with interactive flows between its actors.

This study demonstrated that trust can be built in a homogeneous environment and, in this sense, small groups have advantages, as they can build a sense of community and group identity. Shared norms are also related to homogeneity, since in order for them to be effective and respected, they must have legitimacy for all participants, in a homogeneous system of beliefs.

At this point, investment in its social capital, whether through collaborative studies, the promotion of cooperativism, the promotion of internal marketing and the development of its actors, is considered strategically essential to the growth and expansion of the cooperative.

It is important to recognize that intra-organizational trust was present at the beginning of the cooperative, as reported by its actors. Important issues such as the pioneering spirit of the producers, the initiatives in creating the first producers' association in the DF, as well as the permanence of these actors in the cooperative for a long time, even in the absence of financial relations, demonstrate the strong relational ties that exist between the cooperative members and the social value that the cooperative has for them, not only through the economic contribution, but the added social and environmentally considered value, inherent to organic production systems.
REFERENCES


