

## “Success Cooperative Values of El Grullo’s Consumer Cooperative Society”

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### *Abstract*

*The following document describes one of the most important characteristics inside a sector that has remained in time, this being also an important factor in some areas where one gets to participate either in their various categories and ways to interact with population; the cooperative sector is an important source of representation as a link to the regional development factors, but several have been involved in this and caused a delay in the development pipeline previously done; Among organizations that make up the consumer cooperative sector will be taken as an example to analyze whether their values are indeed very important part in the organization and operation thereof and which are a key pillar; analyze if implemented properly and if success depended on the company concerned.*

**Key Words:** Cooperative, Values, Society, Growth, Success Cooperative.

### **Introduction**

Cooperatives in Mexico involved in the increasing globalization and the need of having capable organizations to compete and innovate every day, is what keeps Organization and Strategies updated. The growing of internationalization and integration of economy organizations more Competitive is Making the Processes of Structuring Development in a more proper level in order to be able to face the adversities of the daily changing global economy. All of these are the results of the organization making changes in the structure of their employees, their work relations, their profile which tell us about the importance of a good Culture of organization in the business. Once Mexico has open the doors to the international markets, it's also pushing organizations to establish new strategies and other cultures in their employees to obtain better results in the company.

In a world where you not only need to low prices but also provide good quality customer service and innovation in business Organization, it would be more important to pay attention to the local culture which defines every business that way it will be known what type of organizational culture is used.

The values of cooperatives are the fundamental basis of growth of the new cooperative societies and that organization of Culture comes from the Ideas and beliefs of the employees who creates the new cooperative.

According to the Mexican congress in the article number 4: the general law for cooperative societies (2009) establishes: The Cooperative society is a form of social organization by people with the same goals and needs with self efforts to obtain individual and collective activities and deliver and consumption of wellness and services.

## **Backgrounds of the Cooperative Societies**

According to Bustamante Salasar (2009) historians of cooperatives consider this organization arose at the time of the industrial revolution, it is said that these organizations exist from very ancient times but it was then that the principles of cooperation were enacted gaining momentum in this revolutionary movement. The Rochdale Equitable Pioneers Society was the first institution in the world recognized as a pioneer of cooperative. This was created in 1844 by a few individuals, twenty-eight to be exact and all were weavers factories Rochdale in England, given the economic situation at the time and by the strike that caused lost their jobs, they decided organized to open a store in their administration and create rules that named Rochdale principles or principles of cooperation that certainly still relevant as these were adopted by the International Cooperation Alliance (ICA) in 1973.

ICA is a non-governmental organization created in London in 1895, this organization brings together most cooperatives around the world by creating an international network to promote economic cooperation.

On cooperation and socialism Plato said that if all share the goods will also share the joys and sorrows, proposed gender equality in the right to rule and the equal distribution of land but state intervention in the distribution of crops Aristotle praises what he calls home economics equivalent to the social economy and its purpose is not to increase its capital if not the benefit of people (Mejia, 2014).

According to Montes, Gaytan, & Lueza, (2013) the cooperative action arose from the consolidation of capitalism in Europe; when the industrial revolution was in its most successful phase, this came about through the labor individualism that was becoming a more unfair competition between peasants and workers, rich and poor, employers and employees, this led to the most disadvantaged in this situation create their collective system of use of their property and labor and production capabilities to counter their predicament thus creating the first cooperatives, making this a satisfying goods and services that the capitalist system did not provide them.

Similarly Rego & Moreira mentioned that socialism emerges in the first half of the nineteenth century in response to criticism of industrialization, as an argument in defense of an egalitarian society and moral individuals who lived there, ensuring that this will He could break the labor individualism that was to prevail in the production of the capitalist system, they proposed Robert Owen and Charles Fourier.

Furthermore, this author mentions that Robert Owen was a philanthropist industry that performs important actions in the industrial sector as the reduction of working hours and the introduction of morality in individuals improve their self-esteem, these actions would make him a socialist cooperative specifying a cooperative movement. This advocated the replacement of an individualistic society for a society founded on the pillars of a partnership and a society where the concentration of wealth and power is transformed into one where everyone had access to health, education, housing and related media meeting their needs, he considered that the cooperative would do the poor to obtain means to improve their lives and achieve a society endowed with potentialities.

Previous author also discusses what Karl Marx referred to as this highlight the importance of the cooperative movement and the implementation of cooperative enterprises raised by workers. Comparing the system of cooperatives and societies by the actions, I call attention to this latter, besides denying the old way the social means of production is presented as individual property, enclosed within the boundaries of capitalism; instead of overcoming private wealth, the stock companies are just a new form. Thus it emphasizes that slave labor or wage labor was just that predated the implementation phase of a new way of working that would have an associated cooperative movement, meanwhile positioned him not favorable to the formation of the cooperative by lone workers, seen that notes the importance of organizations as a form of extended able to emancipate labor class and not to benefit workers isolated. He states that the cooperative could not be practiced with state subsidies or private capital, once cooperatives should be originated and guided by the workers themselves as a goal of emancipating all operaria, that way an instrument of be built transition from a capitalist economy and its transformation into a new system of socialism.

According Montes and co (2013) mentions that the origins of cooperatives in Mexico date back to pre-Hispanic times with some collaboration mechanisms at work and the distribution of land; after that, the history of institutionalized cooperative model similar to England which stands in the early nineteenth century when in 1839 the savings bank that has the characteristics of a cooperative society founded in Orizaba Veracruz arise. Later they born mutuals as associations for defense and help the middle class, composed of professionals, bureaucrats, merchants and small industrialists that preceded the unions themselves. Instituted the first foundations of the cooperative built the Mexican state from the legal framework to regulate and networks corporativize movement. The first legislation in 1927 refers to the first corporate law in the country, the second 1933 and in 1938 President Lazaro Cardenas approve the revolutionary general cooperatives law which promoted social and economic development of the Mexican cooperative until 1994, when President Carlos Salinas de Gortari Cardenas reformed the law. (Montes, Gaytan, & Lueza, December 2013)

Moreover Mejia (2014) says that according to information from the International Labour Organization in the mid-nineteenth century in countries like Mexico and Venezuela already had mutual boxes created to address the harsh economic and political conditions that were in that so.

And it mentions that in the early twentieth century cooperatives in Latin America was driven by European, Asian and American all immigrants. The cooperative went through several stages including his start in the 1930s where it started with very isolated expressions of cooperatives led by migrants themselves who made consumer groups. In the years following the first confederations of cooperatives are created and thus expand by other countries that were creating credit unions, fishing among others.

And this author defines phased years the impact of cooperatives as described below: In the 60's when having its peak due to government promotion programs, in addition to encouraging other institutions. In the 70 different issues like military dictatorships among others, stop or slow the development of the cooperative movement despite being so strong a decade ago. The repression by the government caused many disappeared or destabilize your system, this meant that in the 80 restructure the programs but the crisis in those years give a blow and lose the role they had in the economy. 90 In attempting to strengthen cooperatives but face obstacles as stop receiving financial support from the government, causing each cooperative itself seek new strategies to his new position in the economic and productive sectors.

He concludes that after all this the Mexican cooperative came to its peak in the 80s when there were great characters that drove the national cooperative movement and promoted the reforms of law until the general law on cooperatives. But as the movement did not become overshadowed by tiny dimensions unionism and state intervention that favored not develops properly is obvious.

### Cooperative Societies

According Salasar Bustamante (2009) A cooperative is an autonomous association of persons who have united voluntarily to meet their common economic, social and cultural common aspirations through a jointly owned and democratically run.

In line with the above, the international organization of cooperative business, craft production and service for its acronym in English (CICOPA) says that social cooperatives are a major cooperative movement response to the emerging needs of the people. Being firmly based on the definition, values and internationally recognized cooperative principles of social cooperatives also have their own distinctive features, due to the different national and regional contexts, despite such differences they share all the standards agreed in common the cooperative model these values and principles in the World Declaration on the cooperative identity.

Cooperatives are governed by a law regulating their operation and determine their obligations and rights in Mexico has a law that makes it is called general law on cooperative societies.

In the general law on cooperative societies (2012) where Carlos Salinas de Gortari, president of Mexico referred to in Article 2: the cooperative society is a form of social organization composed of individuals based on common interests and principles solidarity, self-help and mutual help, in order to meet individual and collective needs, through carrying out economic activities of production, distribution and consumption of goods and services.

Article 6 stipulates that cooperatives must be seen in operation the following principles:

- Freedom of association and voluntary retirement of partners;
- Democratic administration;
- Limitations of interest to some members' shares if so be agreed;
- Distribution of income in proportion to the participation of the partners;
- Promoting cooperative education and education in the social economy;
- Participation in the cooperative integration;
- Respect the individual right of members to belong to any political party or religious association and
- Promotion of ecological culture.

Article 11 provides that in the formation of cooperative societies the following shall apply:

- It is recognized one vote per member, regardless of their contributions
- Will variable capital
- There will be essential equality in rights and obligations of partners and equal conditions for women
- Will indefinitely
- Will be integrated with a minimum of five members.

### Classes and Categories of Cooperative Societies

Under Article 21 kinds of cooperatives are consumer goods and / or services, producers of goods and / or services and savings and loans.

In addition, the following categories of cooperative societies are established:

- Regular are those that require only one to run its legal constitution.
- State participation to that effect, the State may grant concessions or administration goods or services to cooperative societies, the terms set forth in the respective laws.

### Operation and Administration

The management, administration and internal supervision of the cooperatives in general will be responsible for the following organs:

- General Assembly
- Board
- Supervisory Board
- The committees established by law and appointed by the Assembly

Which are described below,

General Assembly is the supreme authority and its decisions are binding on all members, present, absent or dissenting, provided that took its under this Act and the consecutive bases.

Board: is the executive body of the General Assembly and shall represent the cooperative society and the social firm may appoint from among members or non-members, one or more managers with the power of attorney to be assigned, and one or more commissioners to be responsible for managing the special sections.

Supervisory Board: composed of an odd number of members not more than 5 with an equal number of alternates who hold the positions of president, secretary and members, elected in the same manner as the board of directors.

### Cooperative Values

According to Mejia (2014) defines these values as the regulation and guide the behavior of members who testify of these are:

#### 1. Values of the cooperative scheme



Source: Based on information taken from (Mejia, 2014)



The mission of these cooperatives CICOPA described is that they explicitly define a mission of general interest as its primary purpose, dare doing it directly in the production of goods and services of general interest. The labor market is a key mission in many social cooperatives should be considered as a service of general interest for all purposes, beyond the goods or services they produce.

It can be said that cooperative societies are born of the needs and strengths of human beings to socialize and cope with problems that have as an individual and part of a society, complementing principles that guarantee mutual and social cooperation to achieve the satisfaction of all in general . This is not a capitalist business organization that only seeks to benefit a single individual if not an organization for the purpose of meeting the demands of a community and its members led by their early success to achieve harmonious.

### **Consumer Cooperative Societies**

Then consumer cooperatives will be described according to the law established in Mexico; they are consumer cooperatives, whose members are associated with the object of obtaining common items, goods and services for themselves, their homes or their production activities.

Also it mentioned that the cooperative societies of consumption, regardless of the obligation to distribute articles or goods of the partners may enter into transactions with the general public as long as consumers are allowed to join them at the date fixed in their constituent bases. These cooperatives do not require more than the current authorizations for economic activity specified. The surplus in consumer cooperatives to report annual balance sheets will be distributed because of the acquisitions that the partners had made during the fiscal year. Should buyers who previously spoke from entering as partners consumer cooperatives, the surplus generated by their purchases, were applied to cover and pay their contribution certificate. If buyers are not associated, not withdraw within a year the surplus due to them or they have submitted application for membership to cooperatives, the corresponding amounts were applied to the reserve funds or cooperative education as determined by the constituent bases of those companies.

Consumer cooperatives may engage in supply and distribution activities and the provision of related education or obtaining housing (general Cooperative Societies Act, 2012) services. In addition Mejia (2014) states that cooperatives are businesses and should also be subject to the general laws of corporations. In the foreign secretary formalize one charter, process the tax identification before the Tax Administration Service, also registered in the public register of the property and issue tax receipts.

### **Background of the Consumer Cooperative El Grullo.**

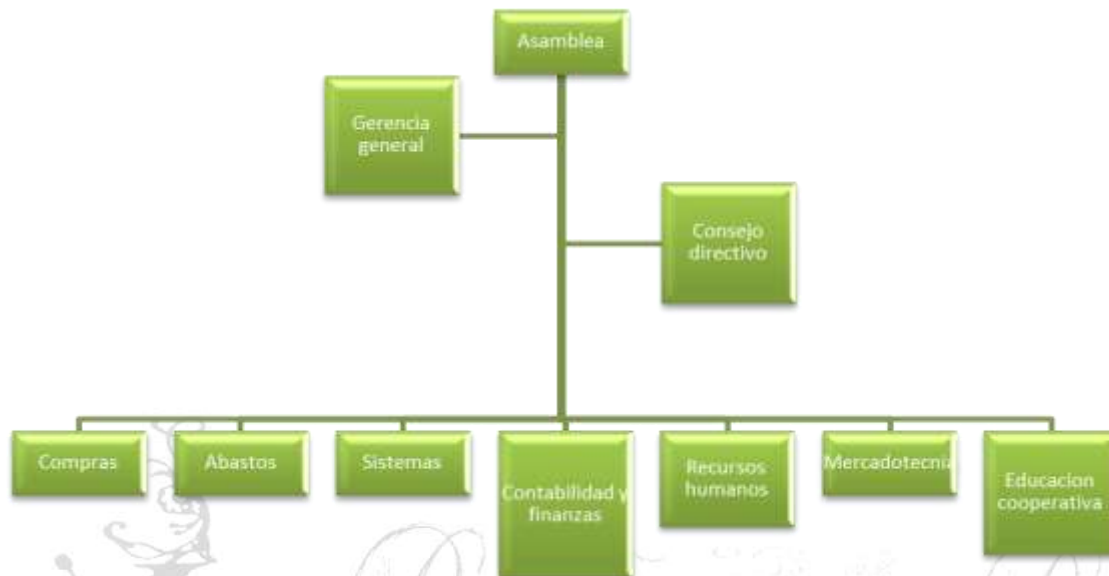
According to data from (My Consumer Cooperative) found that as whole history of social movements, the cooperative began in the mind of a restless and enterprising group of people with noble ideas and charity regardless of social, racial, religious position or policy, with a single purpose: to create a mutual aid service to come and improve living conditions in the home of the inhabitants of the communities of El Grullo, Jalisco.

It was the November 16, 1974 in which he sent the minutes and the constituent bases filling the requirements requested, being received and stamped by the secretary of foreign affairs, and authorized its constitution through the signature and proof of general sub director order des secretary.

It was mid-December of that year when the founders and a large number of people in the community are culminated the first stage of its objective the opening of rural cooperative buying and selling in the common El Grullo.

It was created with 29 founders who work under the scheme of cooperative was taking a very important role in the community, a local is rented on the corner of Javier mine and Morelos to the cooperative savings and credit Santa Maria de Guadalupe performs operations of supply and marketing.

Diagram 1. Organizational structure of the Cooperative Consumer Society



Source: Prepared by the researcher taken from the same consumer cooperative.

The consumer cooperative is a society of people who are grouped voluntarily to meet their consumption needs, marketing and mutual aid. Each member is a partner and owner at a time. The institution as a society governed by the values of universal cooperatives, supporting the social order and the spirit of service nonprofit.

The mission is to participate in building a solidarity economy, contributing to economic, social and cultural development partners, through joint participation and cooperation, always in pursuit of the common good.

### Justification

In the interview that was conducted to Garcia (2014) as shown below consumer cooperative since its inception has grown so that it is now one of the most important organizations in the region by providing a large number of employees and expanding its scope to more partners for the integration of the same, with currently 3899 members, and create 118 direct jobs in the region and the cooperative currently has 3 stores located in El Grullo are: macro shop, matrix Store and St. Cecilia branch; also seeks to direct, or first level suppliers, allowing it to offer better prices and better choice every day.

As stipulated cooperative values are:

- Solidarity
- Concern for others
- Equity
- Equality

- Democracy
- Responsibility
- Social responsibility
- Mutual help
- Transparency
- Honesty

The consumer cooperative standards achieved important regional market and is one of the most important organizations in the region since its structure is based on the values of cooperation. This smoked for the development of an organization is essential to the values and norms that govern the same, the culture that implements the company is very important because based on this has been achieved success and expansion that has been built based on effort and dedication from all employees and partners who make up the organization.

Therefore the following author says that organizational culture is a set of expectations, beliefs, values and norms that influence how members of an organization relate to each other and cooperate to achieve the goals of identity. Employees internalize the values and norms of the organization and then let those values and standards governing their decisions and actions. The culture of an organization is the result of its fundamental values and standards and guiding. Shared values that are used to judge whether members have helped the company achieve its mission and achieve its goals patterns. The values that can take a company are any of the following patterns: excellence, stability, predictability, profitability, economics, creativity, morality and utility (Jones & George, 2014).

### Research Question

What are the values of cooperation to develop, for the best performance of the cooperative consumer society El Grullo for their success?

### Objective

Analyze the values of cooperation taking place in the consumer cooperative El Grullo to achieve their success.

### Theoretical Framework

According to Gareth Jones, & George (2014), organizational culture is due to the interaction of four main factors: professional members of the organization, organizational ethics and personal characteristics, the nature of labor relations and design its organizational structure.

Moreover Hellriegel & W.Slocum (2004) says that organizational culture is a set of beliefs, values, ideas, expectations, attitudes and behavior shared by members of organizations to achieve the goal and objectives established in common accord representatives, it's divided into 4 types of culture; bureaucratic culture, the culture market, entrepreneurial culture and the culture of clan, each and every one of these can be in a company.

Consequently Nelson & Quick (2013) claims that organizational culture is a pattern of alleged members of the organization considered valid to teach new members, such as how to think, how to handle the organization to the way of perceiving.



For Allen & Monroy, (2013) the concept of organizational culture are endowed small companies socialization processes and structures in which this cultural systems are generated with anthropological and sociological foundations.

While for Moriano, Cohn, & Azanza, (2013) it is defined as the set of values, norms and understandings of the members of a society have in common and transmitted to other generations. Nelson & Quick (2013) says they are the artifacts that are only physical environments and social workers who work are more visible and accessible giving as an example the rites, ceremonies, stories, symbols, etc. Personal representation of these demonstrates the implementation of the values of the organization besides the ceremonies and rites are performed to recognize and reward workers for their attitudes or performance that would cause a story that will take word of mouth to other generations of new employees, rituals repetitive actions how things work in the company make clear the message of the organization and finally the symbols because they represent their identity and organizational membership for all employees.

Moreover, this author mentions that values are the deepest second cultural level as they reflect the beliefs of the people of what they think they should be or not be. And reflected in the behavior of individuals so it's important mark in the mission and run throughout the course. Assumptions are beliefs that guide the behavior of members of an organization to perceive situations and people.

And another aspect that the previous author emphasizes that the values transmitted employees to other employees is paramount, maintain a value in the organizational structure for the proper functioning it is essential to the perseverance of the company and the partners themselves, thus the integration of new partners with different cultures strengthen the links between individuals and create communication links that continue from generation to generation.

In both Hellriegel & W.Slocum, (2004) divided into four are described below:

The first is the bureaucratic culture that is a formality organization values, rules and procedures as standards. This is the right direction already established by the manuals and laws of conduct and direction as the company establishes and employees rely on it for decision-making and actions depending on situations.

The second is the culture of clan which is the tradition, loyalty, personal commitment, socialization, teamwork, self-administration and social influence are the attributes of this, this is the true sense of dedication by employees every way from overtime to the sense of improving the company for the benefit of all, the commitment of being a member owner and makes him a more responsible and valued by each individual approach, this is achieved with a deep and long process of socialization by older members who teach the newest pride of belonging and being part of the organization, conveying a strong sense of identification and recognition of the organization.

The third is the entrepreneurial culture high levels of risk taking, dynamism and creativity characterize it, this is the freedom of creativity and innovation of employees to keep at the forefront of all external and internal company changes, shots quick decisions on expectations foreign exchange market, the constant updating to sustain their level of competitiveness are the salient features of this culture.

The fourth is the market culture that is characterized by achieving measurable and especially those who are demanding financial and based on the target market, this is financial or sales targets for a specified period or product are the most forthcoming guidance the use of this system, along with recognition rewards for completed achievements is critical to the company and motivates staff the best of them covering the innovative aspects.

For Bateman & Snell (2009) organizational culture can be described in four types:

1. Culture of the group: the willingness of members of an organization to the organizational guidelines emanating from the trust, tradition and long-term commitment.
2. The hierarchical culture focuses on the control and stability, it has norms and values associated with bureaucracy.
3. The rational culture focuses on the control of its main objectives as productivity, planning and efficiency. These are motivated to improve performance and get achievements and goals.
4. Adhocratic culture are motivated by the importance and ideological appeal of the assignment. Its leaders tend to be entrepreneurs and risk-taking.

For Martinez Mendez & Vera Muñoz, (2013) divides organizational culture into four main types:

1. Clan: the organization is a very friendly to work and where people share a lot with each other instead.
2. Adhocratic: members see the organization as a dynamic place to work, entrepreneurial spirit and creative atmosphere.
3. Hierarchical: the organization is formalized and structured place to work, they govern procedures and tell people to do in the newspaper.
4. Market: it is a results-oriented organization, whose main concern is to perform the job well done.

Within the organizational culture they are divided into different areas that make up this structure as determined by some authors as Gareth Jones, & George (2014) who describes them thus:

The first instance says that the characteristics of the members of the organization are the main engine to form the culture of each organization as these attract, select and retain staff who possess the values, skills, ethics and personalities, this is because people are attracted by the organization with its own values and are identified by them and so too do organizations with individuals.

The second is made up of organizational ethics which are the ways in which they rely to establish the norms and values that the company has and wants to take to control their employees and their relationships including maintaining appropriate behavior to the organization.

Thirdly employment is a factor that affects the nature of the relations of the company to employees through their political laws and human talents, this is to promote and encourage the values and norms that foster loyalty and lead to the employees to meet the goals of organizations and well up inside them.

The fourth is the organizational structure as different types of structures generate different types of culture, high and strong structure gives rise to an entirely different set of norms, rules and values that planar structures; the first is stricter control and not have as much freedom to define, are obedient and respect authority imposed on them while the others enjoy freedom in which the employee chooses and monitors their activities so that its rules the focuses on being creative, courageous and risky all this leads them to be a culture of innovation and flexibility.

## Hypothesis

Based on the values of cooperation that has implemented the cooperative consumer society, these have been instrumental in ensuring development and achievements.

## Methodology

### Type of Study and Focus

The case study is encapsulated by this case sought to investigate whether the values of the cooperative are the factors of success and expansion that has the cooperative, because in all these years has been extended to two more branches, and the entry of more partners. The qualitative approach is to determine whether the principles were the causes of their success and expansion that has achieved so far.

The field research was conducted through a survey of staff working.

Taking a representative sample of the population of workers to do the test, this is physically held and surveys.

Since the cooperative currently has 82 people in the area of shops, 18 in the area of purchasing and warehousing and 18 in the area of administration, which have rotation schedule and distributed in 3 shops and a warehouse, sample was 76 people with a margin of error of 0.055 based on the table to define the sample with 95% confidence level (Eduardo, 2013).

A survey was applied as an instrument for measuring organizational culture taken from Bateman & Snell (2009), the survey workers of the cooperative was evaluated to identify the organizational culture that is being implemented according to personal values and ideas.

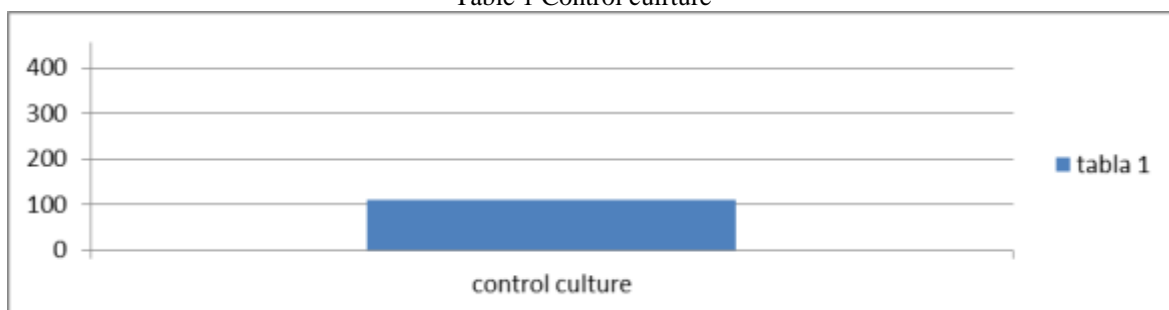
## Results and Analysis

Interpretation of results: these cultures are present in many organizations; however, they represent only four of the many existing organizational cultures. Additionally, keep in mind that none of these sub-scales is inherent good or bad. These four are defined with a range of high-grade, medium or low in each dimension.

Control Culture: the culture values the role of the most senior executives for leadership of the organization. Your goal is to keep people dress and under control.

Height: 153-456, Medium: 77-152, Low: 0-76

Table 1 Control culture



Source: Authors

In control culture: it resulted in 109 being its valuation environment, mean that higher-level employees like manager, floor manager and area manager leadership have therefore subordinates remain outside of it they say thus maintaining control of the same.

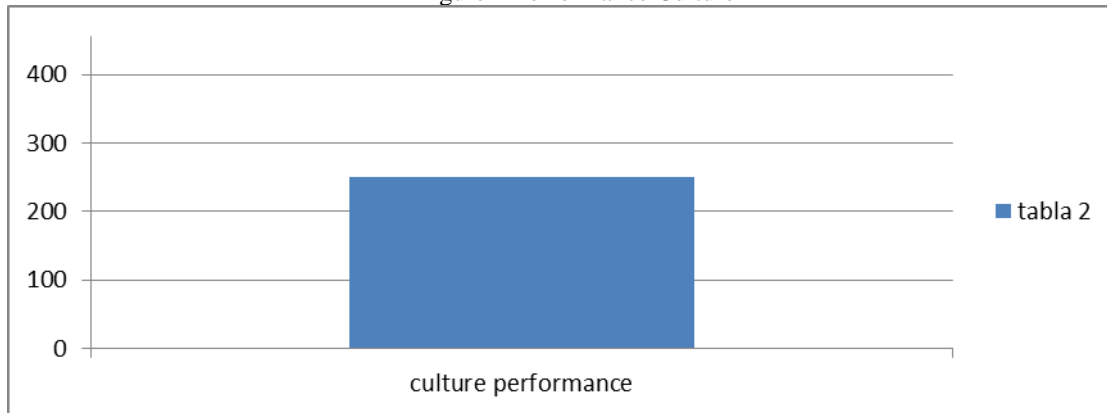
Performance Culture: the culture values individual and organizational performance and the struggle for efficiency and effectiveness.

Height: 305-456

Medium: 153-304

Low: 0-152

Figure 2 Performance Culture



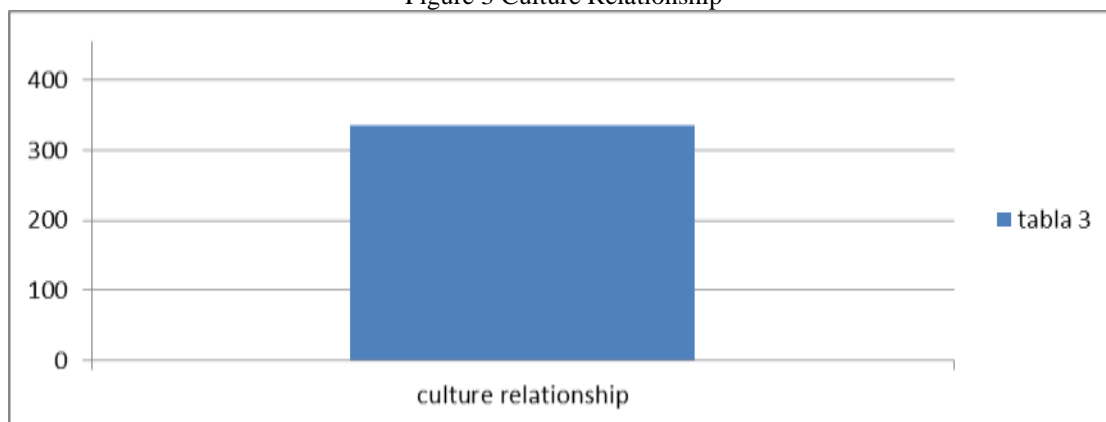
Source: Authors

In performance culture: resulted in 250 and its valuation is high, it means that employees have a very favorable as individual performance and the organization and every day are constantly moving to achieve greater efficiency in their work.

Culture of Relationship: this culture values the welfare and proximity. Considers the open communication, fairness and teamwork and sharing of experiences, as a vital part of the life of the organization.

Height: 381-456, Medium: 229-380, Low: 0-228

Figure 3 Culture Relationship



Source: Authors

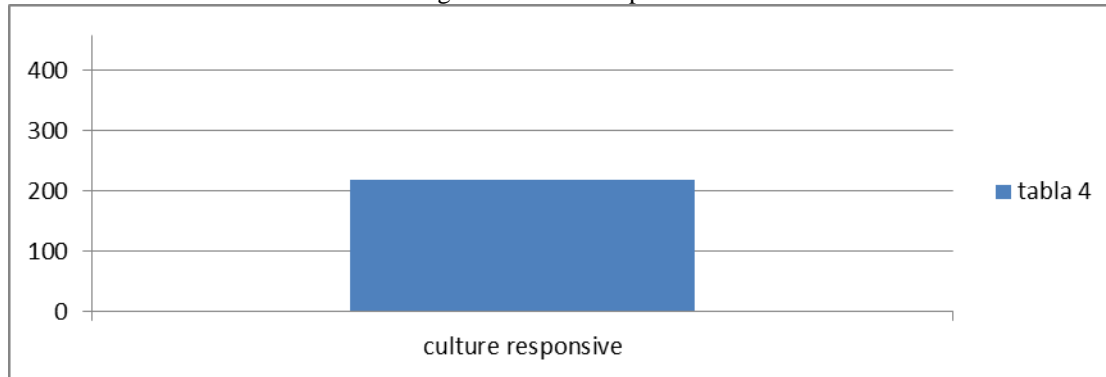
In the culture of relationship: a value of 335 that positions at an average level indicating that employees have a good level of welfare, it is considered that there is good level of communication between them, just as it prevails justly was obtained and teamwork is below the maximum level, with communication to share experiences with other employees.

Responsive Culture: the culture values the ability to stay in line with the external environment, including being competitive and seize new opportunities.

Height: 381-456

Medium: 229-380, Low: 0-228

Figure 4 Culture responsive

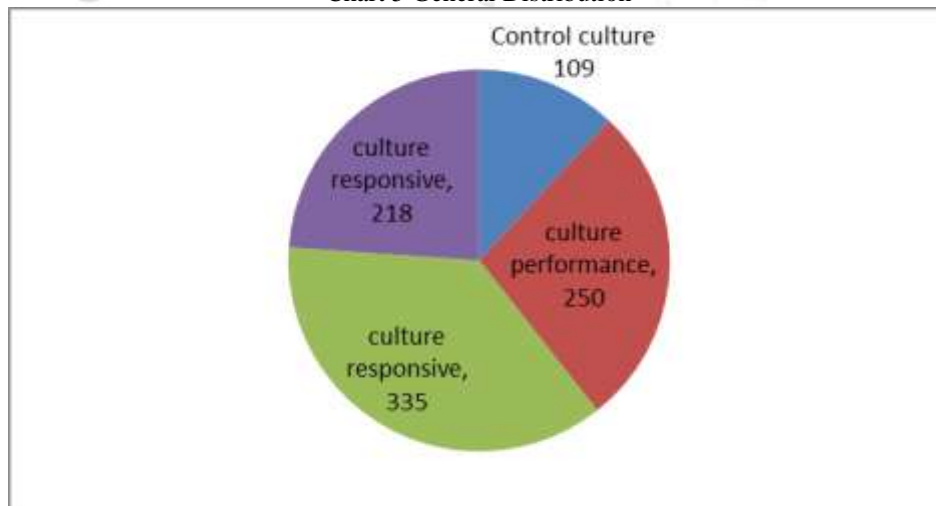


Source: Authors

Responsive culture: this stay in a range of 218 is low, it means that employee customer relations are not very good and have the ability to easily interact with the same responsibility to obtain and exploit the opportunities open to them to bid.

In general it was found that:

Chart 5 General Distribution



Source: Authors

In an overview of the most representative cultures are the performance, control and relative to average levels, and low levels responsive as employees of the cooperative consumer society.

## **Conclusions**

In conclusion shows that the organization is run by a culture of control, relationship and performance of their employees and leaders, this means that linked to the values of cooperatives in which solidarity, concern for others, fairness, equality is framed, democracy, mutual aid, responsibility and honesty; was obtained that employees have a good level of well-being with the organization and that justice is implanted in the different situations of the cooperative, and a communication and that democratic management so provides, teamwork is also framed for individual and organizational performance directed by promoting economic cooperation and joint education so established a principle.

As well as participation of employees in the cooperative integration gives organizational capacities for better efficiency and effectiveness these same. These being the main causes of this growth and expansion that has managed to position one of the largest and most successful organizations in the region.

Overall values of cooperatives play an important role in this organization are considered as the basis for the prosperity and growth of the cooperative society as different individuals that work in this have entrenched their job importance that perform day to day the organization and this somehow this great effort paid consolidated an environment conducive to maintain harmony at different levels of the organization as well as the well being of the same and the general population that is working with the organization for prosperity environment .

## **Acknowledgment**

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