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## Coopetition in for-profit and non-profit organizations - micro level

### 1. Introduction

Coopetition is described (Lado, Boyd, Hanlon 1997; Luo 2007; Kim, Parkhe 2009) as a situation in which competition and cooperation occur simultaneously. G. B. Dagnino et al. (Dagnino, Le Roy, Yami, Czakon, 2008, p. 3) define it as „a system of actors in interaction based on partial convergence of interests and goals”. It is the result of investigations pursued by researchers studying strategic management and the dynamics of inter-organizational relations. Thus, coopetition is considered primarily at meso level - between enterprises, but it can also be analyzed at micro level - within the organization. In the latter case, it concerns the shaping of relations between functioning people (employees) and is related to the way they behave towards each other. It refers to a situation in which the participants are not limited to coexistence, but actively shape mutual relations - they compete against each other and at the same time engage in cooperation. Given that employees can create various organizational forms, the course, nature and conditions of coopetition within the organization become an interesting study area.

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Two types of organizations are typically distinguished among those in which cooptation can be analyzed: one are profit-seeking (for-profit, commercial, enterprises) and the other are social-driven (non-profit, voluntary, civic). The reasons for the founding of each of them tend to vary, and so do their objectives, implemented strategies, structures, staff characteristics, applicable values and norms.

In our view, the differences in the operation of for-profit (FPO) and non-profit (NPO) organizations can be observed, among others, in how cooptation is shaped in each of them.

The purpose of the article is to characterize intra-organizational cooptation in for-profit and non-profit entities. To this end, a review of literature and secondary data was conducted and semi-structured interviews with six non-randomly selected organizations - three commercial and three civic - were carried out. The article presents findings from this research applicable at micro level, i.e. within the organization.

## 2. Characteristics of for-profit and non-profit organizations

Taken together, for-profit and non-profit organizations are classified as private and formal initiatives. Despite sharing certain common features, there is a number of differences between the two. These entities can be compared and differentiated in terms of primary (general, essential) and secondary characteristics, which are associated with different levels of the functioning of an organization. As far as primary features, it is worth pointing out the differences in the scope of goals and functions, the way transactions are concluded and the associated management system, or the form of contract employees are offered. In what concerns secondary features, differences at micro level (organization) can be distinguished regarding the size, structure, formalization and bureaucratization of the organization, organizational values and norms, as well as differences at micro-micro level (employee) related to employees' personality traits.

In an ideal (traditional) approach<sup>1</sup>, FPOs are market-activated to generate profits, while NPOs are founded to highlight the existence of certain social needs, act as interest groups and ensure (either directly or indirectly) the provision of public services. NPOs have a missionary nature, activating in those areas where

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1 The issue raised in this paper is discussed from the perspective of ideal types. We are aware of the transformations that occur in modern organizations that lead to the emergence of hybrids - entities with the characteristics of both for-profit and non-profit sectors (see Knutsen 2016).

the market and the state have failed (Weisbrod 1988; Hansmann 1987; Douglas 1987), i.e. in education, culture, health care, etc. (Salamon, Anheier 1997, pp. 90-91). NPOs differ from FPOs in that they require support from founders and donors in obtaining initial capital and conducting subsequent operations. They are also prohibited from paying dividends and must allocate profits for achieving statutory objectives (Pauly 1987, p. 257). Both types of organizations implement transactions differently, and therefore, they operate against differently structured management systems (Sargeant 2004). While FPOs self-finance their activities and have an output-focused management system (customer-oriented), NPOs rely on external financial support and have in place a dual system that is focused as much on „outputs“ as it is on „inputs“ (donors). In fact, NPOs act as an intermediary between donors and recipients of services. Another major difference between FPOs and NPOs relates to the nature of staff employment. FPOs hire paid staff, while NPOs rely on non-paid and volunteer workers. Table 1 details the characteristics of for-profit and non-profit organizations.

**Table 1. Characteristics of for-profit and non-profit organizations**

Refer-ence	Characteristic	For-profit organizations	Non-profit organizations
<i>General</i>	Objectives / functions	Paid	Non-paid; social, political, educational, cultural etc.
	Management system	Focused on „outputs“	Dual, focused on „inputs“ and outputs“
	Source of social legitimacy	Economic effectiveness	Ethical operation, moral standards, social effectiveness
<i>Micro level</i>	Organization values	Obedience Efficiency in action	Solidarity, reciprocity, loyalty, participation, consensus
	Organizational structure	Hierarchy, formalization	Low level of hierarchy and formalization
	Determinants of management style	Hierarchy Subordination	Democracy Autonomy in operation
	Membership / Participation	„Economically forced“; affiliation for economic purposes Hired employee / subordinate	Voluntary; non-economic affiliation, ideological affiliation, convergence of views, principle of similarity

<i>Micro level</i>	Employees / (characteristics of employees)	Paid	Social
	Size	„Large”	„Small”
	Relationships with the environment	Rivalry	Cooperation

Source: Stankiewicz, Moczulska, Seiler, 2018, p. 114

When comparing NPOs to FPOs, secondary differences are also at play, meaning those that do not relate to the essence of what these organizations are about. At micro level, it can be observed that NPOs have fewer workforce, are less formalized and less bureaucratic (Anheier 2005, p. 184; cf. Froelich 1999), opting instead for a more communal system of values and norms and a more democratic style of management (Kwaśnicki 2005).

Differences between NPOs and FPOs are also found at micro-micro level, and they concern staff characteristics – employees’ motivation to take up paid and social work (Rose-Ackerman 1987; 1996), personality traits (Elshaug, Metzger 2001), or values professed by organization leaders (Miller-Stevens, Taylor, Morris, Lanivich 2018).

### 3. Intra-organizational cooepetition

Coopetition is the simultaneous occurrence of cooperation and competition. In the case of organizations, it is worth paying attention to the traditional and contemporary approach to cooperation<sup>2</sup>. The former draws from the considerations of praxeologists. Z. Pszczołowski (1978, p. 273) defines cooperation as “a joint action involving the coordination of partial tasks provided for in the division of labor”. Similarly, H. Czarniawski (2002) links it with mutual interaction of people and terms it as a direct dependent collective action marked by convergence.

<sup>2</sup> It is worth noting that in many publications concerning situations in which people take action together, the used terms are not explained, definitions are formulated in a general or in very detailed way. According to Bedwell et al.’s (2012) analysis, three terms are used above all: cooperation, cooperation and teamwork. In the publication, the authors differentiate the terms and assume, similarly to F. Arcidiacono (2007), that cooperation is a broader concept, while collaboration is a narrower one. It can be considered one of the forms of cooperation (see figure.1).

This convergence of action indicates its essence, which is mutual help. The reference to dependence should be supplemented after J. Thompson (as cited in Kumar, van Dissel, 1996, p. 283), who identifies three types of dependence:

1. Combined (cumulative) dependence, which means that entities, although making available and using shared resources, are independent in other aspects;
2. Sequential dependence, in which the outcome of work ("output") of one entity is the start ("input") for another organizational unit
3. Interdependence, in which individuals exchange work, as a result of which their work is at the same time an output and input.

It should be noted that the same relationship is applied to the course of action, i.e. it relates to both the type of activities performed and the time of their implementation.

On the other hand, according to the second, contemporary approach, cooperation refers to shaping relationships. D. Goleman (2016) defines cooperation as "the ability to bond and interact with others." M. Friend and L. Cook (as cited in Leonard P., Leonard LJ, 2001, p. 388), perceive it as "a direct interaction between at least two people, consisting in voluntary, active and joint decision-making, acting towards a joint purpose". Differences in relationships, or ways of cooperation, can be indicated after J. R. Katzenbach and D.K. Smith, who made a comparison between a group barely coordinated in their activities and a fully cooperative team. They identified the following key elements characterizing the latter:

- interdependence of members to achieve both personal and team goals, which involves mutual support,
- a sense of 'ownership' and responsibility for achieving goals,
- mutual use of available resources, i.e. skills, knowledge, experience,
- mutual trust, respect and motivating each other to express opinions, present different points of view and ask questions,
- taking care of the interests of other team members, actually „considering” their opinion,
- a focus on finding a constructive solution to the problem, a focus on the task, participation in decision-making.

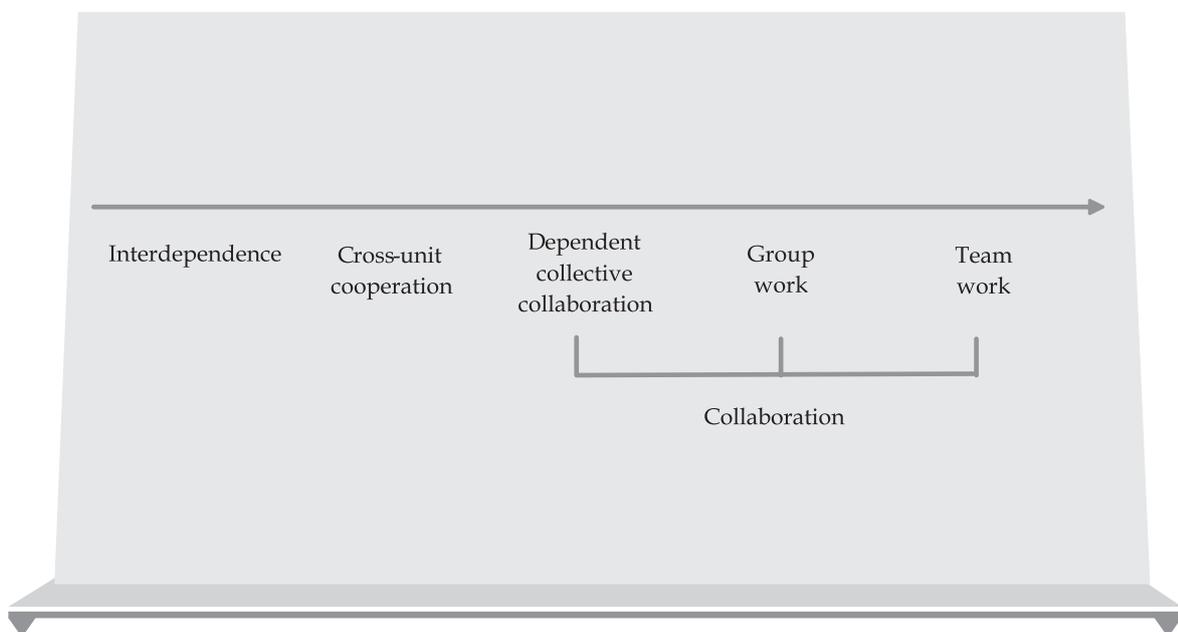
Taking into account the above, the following situations of cooperation in the organization can be distinguished (see fig.1):

1. An activity is performed by one person in the presence of others who perform different tasks (interdependence)<sup>3</sup>.

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3 More about interdependencies: H.Czarniawski (2002).

2. The same activities are carried out by many people in the same place (cross-unit cooperation).
3. A specific task is performed by several people, each of whom performs a certain part of it, i.e. the activities that make up the task are divided. They are performed individually and then “pieced together” (dependent collective collaboration).
4. Performing the entire task together, i.e. by all participants in the process (group work, teamwork<sup>4</sup>).



**Figure 1. Levels of cooperation**

Source: Stankiewicz, Moczulska, 2015

Teamwork is the strongest relationship in which, although the entities are separate units, they act as if they were one (cf. Mattessich, Monsey 1992, p. 42).

Competition, on the other hand, is not as complex a phenomenon. The literature review found two main approaches that are normally applied to competition. These are:

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4 Distinction for: L. Gołdyka et al. (1998).

- a competition type „A” („fight”), between opponents pursuing a goal (benefit) perceived as a win, which can be achieved only by one of the two parties, assuming (allowing) various methods of conduct, including those that are considered aggressive (Tyszka 1998, Romanowska, Gierszewska 1995, p. 107),
- a competition type „B” (rival) which, in addition to achieving the set goal, assumes exceeding one’s own and/or others’ performance, constituting in itself a kind of challenge (Karolczak-Biernacka 1981, p. 24).

Based on the identified forms of collaboration and competition approaches, a summarizing statement can be put forward that coopetition can be implemented in the organization as:

- a competition between teams,
- a rivalry between teams,
- a competition between groups,
- a rivalry between groups,
- a competition between cooperating employees,
- a rivalry between cooperating employees,
- a collaboration of an employee within a group or team as a member who picks a fight with other employees outside the group/team,
- a collaboration of an employee within a group or team as a member who decide to compete with other employees outside the group/team.

There are relatively few publications on coopetition within the organization (cf. Ghobadi, D’Ambra, 2012), and they mainly concern considerations on competing branches (Tsai 2002, Luo et al. 2006, Seran 2016) or departments (Tsai 2014, Strese 2016). The former are in a way a reflection of the study of coopetition between enterprises. Their subject concerns the recognition of this issue - determining what constitutes the subject of cooperation and of competition, determining outcomes. Analyses can also be found describing possible tensions resulting from combining cooperation and competition.

Articles were identified addressing the competition of groups/teams or individual units. In this regard, more research can be found when substituting the term “coopetition” for competition and cooperation. However, in most cases, the analyses were conducted outside of organizations: among students, pupils (Johnson, Johnson 1979), and sports teams (David, Wilson 2015). Thus, it is worth noting after Seran et al. (2016), that there are two possible approaches to considering coopetition: one is integratory, and the other is separatory. At the same time it must be pointed out after Ghobadi, D’Ambra (2012) that there are currently no analyses identifying possible forms of coopetition and its determinants.

When reviewing the EBSCO database (January 2017), no articles were found on cooperation in non-profit organizations – neither in title or keyword searches. When the terms *cooperation* and *competition* were used, 1 result was found for title search and 4 for keyword search. These, however, are considerations at meso level, i.e. between organizations or sectors, not at micro level.

#### 4. Research approach and methods

The purpose of the research was to characterize cooperation in for-profit and non-profit organizations. Due to the exploratory and heuristic nature of the research, the semi-categorized interview technique was used (Frankfort - Nachmias, Nachmias, 2001, p. 251). Discussion guides for interviews were developed based on the matrix of research problems at hand. They included: organization (goals, values), management (division of tasks, decision-making, communication, etc.), and employee relations (cooperation, competition). Interviews were conducted in March 2017 with the organizations' managers, due to their perceived significant experience from the standpoint of research objectives. They played the role of "informers" for the surveyed organizations, although their personal experience was also considered.

Variables such as entity type and size<sup>5</sup> were used in sample selection. Ultimately, a total of three companies were surveyed: one large high-tech enterprise (A), one large commercial enterprise (B), and one small-sized trade and service enterprise (C). On the other end of the spectrum, three non-profit organizations were selected as well: one large aid organization (X), one small self-help organization (Y), and one territorial branch of a large aid organization (Z).

Inference was based on verbal rather than numerical data. Variable-oriented analysis was used as the basis, although case-oriented analysis was also utilized as an auxiliary tool (Miles, Huberman, 2000).

While we are well aware the presented results are not representative due to the small size and non-random nature of the sample, the obtained data may nevertheless provide the basis for initial exploration of the problem and its description, and also serve as a point of reference for the formulation of hypotheses to be tested in the future.

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5 The classification of the size of the enterprise according to the EKD was adopted.

## 5. Research results

For-profit organizations are geared towards shaping customer satisfaction. It seems that, because of this, knowledge sharing was mentioned among organizational values in all three cases. It is worth noting that the informant from the IT organization (A) admitted that there are official values professed in the company and that employees are trained to promote them. However, the respondent considered them to be idealized and referred the interviewers to the company's website to consult them. Instead, he listed those values that are actually applied and which are followed by employees in their daily work. These were: professionalism, innovativeness, quality. Despite a similar point of departure – that is, customer orientation and cooperation – relatively different values were mentioned by the respondent from the trade company (B), who opted for respect and honesty. It is also noteworthy that when answering these questions, the respondent began by saying that *"it's better to work at a company where you actually want to show up for work"*, which is why she was more concerned about creating the right atmosphere at work and about organizational culture. She also mentioned the *"ideal state"* in which *"values are consistent with my internal beliefs and values"*, something that is difficult to attain because *"the organization is not a single organism, but rather a collection, something like the organization's DNA, but they are still people"*. Similar values were named by the informant from the third FPO (C). It must be added that this last company was a family enterprise. Interestingly, in response to a request to list missing and yet necessary values, the respondent referred to discipline, indicating the need to change the way the principles regarding responsibility for tasks and mistakes are enforced at the company. It seems that the aforementioned *ideal* is to make sure that employees are guided by the values on the basis of which the organization operates. Said NPO is an aid organization that works to provide social services, but also to promote values corresponding to a specific worldview. These values create a normative framework for behavior exhibited within the organization. The respondent pointed out that the organization which he represents works to implement *kindness* and every employee contributes to the realization of this kindness, no matter how insignificant their work is. In other words, it can be said that the employees of this organization participate in the internal chain of creating *"the value of kindness"*.

The same cannot be said of the surveyed self-help organization, founded by employees who simultaneously used its services (Y) and whose staff was

focused on their own needs. The head of the organization stated that, in addition to important values such as respect or trust, responsibility and commitment are also desirable. This could be due to the fact that the employees of this organization were demanding, driven by their own interests, and not engaged in the work for the community.

Similar to sharing knowledge, respondents - regardless of the type of organization - pointed to providing support to employees within the organization. As is known, the way of communicating, making decisions and performing tasks also influences the shaping of bonds. Members of the surveyed non-profit organizations primarily communicated directly and verbally, while for-profit employees - in writing, using via specific communicators developed for that purpose. Meetings were held as needed - once a week, once every two weeks, or once a month. This last frequency also concerned one of the civic organizations (X), but it is worth noting that, here, meetings were used to organize/implement strategic goals. Although making decisions at this level took place in each of the surveyed organizations (regardless of type) without the participation of employees, respondents representing FPOs said that they eagerly listen to employees' opinions and consult with them different situations, whereas informants from the NPO category relied on active participation, or co-decision-making. In one of them (X): tasks, problems, ideas are considered at the beginning of each day. In addition, *"where there is a nice idea that we can implement and it fits into our mission, there is always green light. But I always ask how much it costs because I must have sufficient means for that"*.

Conflicts appear to be a rare occurrence in both non-profit and for-profit organizations. Having said that, they are perceived as inevitable in the surveyed organizations and it is recognized that intervention from superiors is delayed until employees really cannot resolve a given problem alone.

Conclusions derived from the conducted research justify the statement that the way of working is simple in civic organizations and complex in enterprises. This may result, among other things, from the organizational structure, which is flat in NPOs. This condition, however, does not necessarily imply a lack of control. Instead, the structure resembles that of clans (Ouchi, 1980). These clans then form a community which, according to one respondent, needs to be properly understood: *"two things must be distinguished: that we can meet, drink coffee and joke around, build relations, and the fact that later we go to work and there are tasks to do and they are checked and evaluated, because they must be, every institution does it. Otherwise it would be a mess. We can't look at each other like we're friends and that's it. There are things to be done. If someone screws something up, I can't praise them"*.

In the case of commercial entities, a number of differences in terms of work organization become apparent. There are departments in which employees perform the same tasks. In such situations, due to the adopted remuneration system, there is competition between employees. In Enterprise A, employees are assigned to teams. Although their composition does not change, *“from the point of view of project implementation, some are done sequentially, but at the same time teams can work independently. It may also be that if we get a part from the outside, we do certain things ourselves, and in the other [team], the greater part is from the outside and only this is ours”*. Teams perform various tasks and participate in various projects, cooperating or not cooperating with other teams in the projects. Several projects are implemented simultaneously.

The interviews show that cooperation prevails in the organizations surveyed. In Company A, competition is avoided - it used to be that branches within the company would compete with one another. To avert this, the division of labor was changed so as to eliminate competition. The informant from the civic organization (Y) pointed to competition between its members in financial terms - in terms of obtaining funds from the so-called 1% (a system in Poland where 1% of a person's tax can be allocated to support a cause of that person's choice). The respondent from another non-profit organization (X) said that *“if I were to touch on the topic of competition, it would only be in a positive sense, that it is creative. I would frame it more as coming up with different ideas to improve our work or offer something specific, something more to the people who are our beneficiaries”*.

## 6. Conclusion

The purpose of the research was to characterize cooperation in for-profit and non-profit organizations. When formulating the research assumptions, they were based on the diversity of the discussed types of organizations (tab. 2). With that being said, research results showed differences not only between these organizations but also within them. As has been presumed, commercial organizations (FPOs) are profit-oriented, while civic organizations (NPOs) are help-oriented. For this reason, the cultural values of the first type of organization include: customer orientation, quality and professionalism, while the second type - trust, commitment, and responsibility. It should be emphasized that in non-profit organizations, care is taken not only for the organization's values to be clearly defined and communicated to employees, but also that they coincide with the individual values of the organization's members.

It would seem that disparities in the goals and values of the organizations have an impact on employees' daily lives at work. As such, they are reflected in tasks, decision-making or communication. First, it should be noted that commercial organizations are composed of departments, which is associated with a more advanced division of labor. This also comes with a number of possible consequences for the way tasks are performed and for the nature of the work itself. Employees can work individually or in groups, perform the same or different tasks, be independent or dependent in their work. To give an example, employees of one department may independently perform the same tasks, depend on other employees in the implementation of their own tasks, or they may work together. As far as non-profit organizations are concerned, they are oriented not only at tasks but also at people, giving preference to teamwork and implementation of joint projects. The described division of labor, as well as the hierarchy prevalent in commercial organizations which requires constant communication, prompts introduction of technological tools (in this case, messaging platforms). They facilitate communication, but at the same time make them formalized. In non profit organizations meanwhile, employees prefer traditional conversation and dialogue, and employee meetings are held depending on employees' capabilities and not only organizational needs (task-related requirements). More informal communication is conducive to the support of members of these organizations in both professional and personal area. On the other hand, this is not necessarily a norm in commercial organizations.

**Table 2. Characteristics of cooptation in for profit and non profit organizations**

Reference	Characteristic	For profit organizations	Non profit organizations
Goal	Orientation	Profit	Help
Axionormative system in place in an organization	Value in an organization	Customer orientation Professionalism Quality Respect Honesty Cooperation (Knowledge sharing) Trusted Respect Loyalty Engagement Responsibility	Trust Respect Loyalty Engagement Responsibility

Axiornormative system in place in an organization	Convergence of organization values with employee values	Expected but verified to a limited extent	Occurs and is actively shaped. Promoted, e.g. through employment
Decision-making	Nature	Hearing/consultation - passive participation	Common, partnership - active participation
	Content	Different levels, excluding strategic	Different levels, including strategic
Communication	Form	In writing/messaging platforms Formalized Continuous	Verbal Non-formalized Continuous
	Gatherings Staff meetings	Periodically, depending on the needs of the organization	Differently, depending on the needs of the organization, but also on the ability of employees
Tasks	Diversity and dependence	Depends on the department - can be the same, - division (dependence)	Depends on public projects Varied Corresponding to division of tasks
	Method of implementation	Individually As a member of the group (combining outcomes, interchanging parts) Individually as a member of the group Focus on tasks	Teamwork  Focus on tasks and on people
Relations between employees	Knowledge-sharing	Yes	Yes
	Mutual support	In professional area	In professional and personal area
Cooperation	Form	Interdependence of people in the department prevails	No departments. Cooperation within the entire organization, or if not, within project teams
	„Place of occurrence“	Department Between departments	Organization as a whole Project teams
	Subject	Tasks	Functioning of the organization

Cooperation	Attitude to cooperation	Expected	Necessary
Competition	Form	Rivalry between employees from different departments	Competition for the sake of the common good - positive/ creative solutions Rivalry between members
	Place of occurrence	Department	Organization Team implementing public projects
	Subject	Tasks, work	<i>Common ideas</i> 1% in self-help organizations  Applying for projects (paychecks)
	„Cause“ /dependence Initiator	Salaries /Industry organization	Remuneration for individual members/ individually/ Organization nature Public environment/ institutions commissioning tasks
	Attitude to competition	Varied - willingness to trigger it (trade organization) - elimination (between departments - IT organization) - intercepted and resolved (such as conflicts - service organization)	Negative - in self-help organizations Negative to rivalry, positive to competition - aid organization
Coopetition	Form	Competition between teams	Rivalry between teams, competition between cooperating organization members (1%), Competition between cooperating employees (projects)
	Predominance	Depends on the level - individually, same tasks - competition, group work - dependence - cooperation	Cooperation over competition

Source: own elaboration based on conducted research

The described way of functioning of employees in an organization affects cooperation, competition and cooptation. The first of these is the activity expected in commercial organizations and arising from the nature of performed tasks. As such, it applies to employees of individual departments (in the form of interdependence) as well as departments among themselves. In non-profit entities, departments are unlikely and cooperation concerns the functioning of the entire organization. Therefore, cooperation in these organizations is considered both necessary and "present". The same cannot be said of competition, whose occurrence is subject-dependent. In situations where members raise funds for themselves (self-help organizations - 1%), it is reflected in the form of competition. However, when they implement projects, actions directed at the common good appear as rivalry. It is worth adding that these last ones can often be triggered to generate creative solutions, while the very competition is perceived negatively. Ultimately, one can point to the advantage of cooperation over competition in non profit organizations, and in commercial organizations - of cooperation in the case of task dependency and of competition between individual employees when they perform the same activities and their remuneration depends on their performance. It can be concluded that cooperation and competition can be conditioned by elements of the organization such as: culture, division of tasks, staff policy, including the incentive scheme. Another issue requiring in-depth psychological research is the impact of personality traits of for-profit (paid) and non-profit (mainly volunteers) employees on the course of cooptation in these entities.

As indicated, there are few studies on cooptation in non-profit organisations. No publications comparing the nature of cooptations in non-profit and non-profit entities have been identified. The authors of the article hope that the exploratory research will contribute to the partial filling of the existing gap.

## Summary

### **Cooptation in for-profit and non-profit organizations - micro level**

A situation in which appears at the same time a competition and cooperation between the subjects is defined as a cooptation. First of all it is considered at the mezo level - between the companies, but it can be analysed at the micro level - inside the organization. In the second case, it concerns shaping the relations among the employers which compete one with another and at the same time they cooperate. Among the organizations where the cooptation can

be analysed we distinguish two types - for profit and non profit. A difference of the functioning of the for profit and non profit organizations can be seen among other things in the differences that refer to the shape of the cooperation. In the article the characteristic of an intraorganizational cooperation in the for profit and non profit subjects was presented. The base to formulate the conclusions was formed by the investigations made in which, to collect the data there were used the semistructure interviews with six sample selected organizations - three for profit and three non profit.

**Keywords:** *for-profit organizations, non-profit organizations, cooperation, competition, coopetition.*

### Streszczenie

#### **Koopetycji w organizacjach for-profit i non-profit - poziom mikro**

Sytuacja, w której jednocześnie występuje konkurencja i współdziałanie między podmiotami określana jest mianem koopetycji. Rozpatrywana jest ona przede wszystkim na poziomie mezo - między przedsiębiorstwami, ale może być także analizowana na poziomie mikro - wewnątrz organizacji. W drugim przypadku, dotyczy kształtowania się stosunków między funkcjonującymi pracownikami, którzy rywalizują ze sobą, a jednocześnie podejmują współpracę. Wśród organizacji, w których można analizować koopetycję, wyróżniamy dwa typy - działające dla zysku oraz realizujące cele społeczne. Odmienność funkcjonowania organizacji for profit i non profit może uwidaczniać się m.in. w różnicach dotyczących kształtowania się koopetycji. W artykule dokonano omówienia charakteru koopetycji wewnątrzorganizacyjnej w podmiotach for profit i non profit. Podstawę do sformułowania wniosków stanowiły przeprowadzone badania, w których do zebrania danych posłużono się wywiadami częściowo ustrukturyzowanymi z sześcioma celowo dobranymi organizacjami - trzema for profit i trzema non profit.

### Słowa

**kluczowe:** *organizacje for-profit, organizacje non-profit, współdziałanie, konkurencja, kompetycja.*

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Classification: D22, D23, L31

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