

Shaping Work Engagement through Intra-Organizational Coopetition: Case Study of the University of Zielona Gora in Poland

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Abstract : One of the most important aspects of human management in an organization is the work engagement. In spite of the different perspectives of engagement, it is possible to see that it is expressed in the activity of the individual involved in the performance of tasks, the functioning of the organization. At the same time is considered not only in behavioural but also cognitive and emotional dimensions. Previous studies were related to sources, predictors of engagement and determinants, including organizational ones. Attention was paid to the importance of needs (including belonging, success, development, sense of work), values (such as trust, honesty, respect, justice) or interpersonal relationships, especially with the supervisor. Taking them into account and theories related to human acting, behaviour in the organization, interactions, it was recognized that engagement can be shaped through cooperation and competition. It was assumed that to shape the work engagement, it is necessary to simultaneously cooperate and compete in order to reduce the weaknesses of each of these activities and strengthen the strengths. Combining cooperation and competition is defined as 'coopetition'. However, research conducted in this field is primarily concerned with relations between companies. Intra-organizational coopetition is mainly considered as competing organizational branches or units (cross-functional coopetition). Less attention is paid to competing groups or individuals. It is worth noting the ambiguity of the concepts of cooperation and rivalry. Taking into account the terms used and their meaning, different levels of cooperation and forms of competition can be distinguished. Thus, several types of intra-organizational coopetition can be identified. The article aims at defining the potential for work engagement through intra-organizational coopetition. The aim of research was to know how levels of cooperation in competition conditions influence engagement. It is assumed that rivalry (positive competition) between teams (the highest level of cooperation) is a type of coopetition that contributes to working engagement. Qualitative research will be carried out among students of the University of Zielona Gora, realizing various types of projects. The first research groups will be students working in groups on one project for three months. The second research group will be composed of students working in groups on several projects in the same period (three months). Work engagement will be determined using the UWES questionnaire. Levels of cooperation will be determined using the author's research tool. Due to the fact that the research is ongoing, results will be presented in the final paper.

Keywords : competition, cooperation, intra-organizational coopetition, work engagement

Conference Title : ICBML 2018 : International Conference on Business Management and Leadership

Conference Location : Barcelona, Spain

Conference Dates : October 29-30, 2018