COOPETITION and ENGAGEMENT
in the implementation of project tasks

CASE STUDY IN DIDACTICS
The degree of complexity of tasks implemented in practice by business entities favours (within the organization) the appreciation of team-based forms of work organization.
Several people undertaking a specific action together are able to achieve higher efficiency than individuals working independently (individually).
real engagement in cooperation attributed to teams allows creating better-quality solutions, reducing the time to design and implement innovations [2]
INTRODUCTION

...to a greater extent freeing own creativity and initiative and more effectively overcoming the tensions arising as the work progresses
An inseparable element of the organisation's functioning in the economic reality (and thus also in professional life) as well as the education process is COMPETITION (to compete).
The phenomenon of combining collaboration and competition is referred to as COOPETITION [3]
PURPOSE of the article

to determine possibilities of shaping the engagement of team members through coopetition
Work engagement is characterized by vigour, dedication and absorption [10]
Work engagement is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence also in the face of difficulties.
Work engagement is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge.
Work engagement

**ABSORPTION**

is characterized by being fully concentrated and **happily engrossed** in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work.
Relevant to the engagement

Needs & Values
Relevant to the engagement

**Needs & Values**

belonging  
success  
development  
exerting influence [12]  

trust  
respect  
honesty  
justice [13]
Relevant to the engagement

Needs & Values

implementation in practice

• remuneration
• work organization
• interpersonal relationships
CONCLUSION

ENGAGEMENT can be shaped through collaboration and competition = through COOPETITION
1. Research conducted in this area mainly concerns relations between enterprises [4].
2. Coopetition within the organization is considered mainly as competing organizational units, i.e. branches (multi-unit organizations) [26-28] or departments (cross-functional coopetition) [29-30].
3. There are publications on competing groups/teams or individuals, but...
COLLABORATION

- similar activities
- tendency to share knowledge and experience
- similar status
- the goals are mutually negotiated and shared
- continuous, mutual interaction
- joint learning
- internalization and new knowledge are the result of social interaction

COOPERATION

- various activities
- tendency to differentiate knowledge and experience
- asymmetry in status is more likely
- the goals are assigned
- group

Enlightening Minds through Education

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Method of implementation of tasks

• Additive Interdependence
• Sequential Interdependence
• Reciprocal Interdependence
• Intensive Interdependence

COOPERATION
COMPETITION

type „A” (FIGHT)

the situation of negative interdependence among the participating individuals, so that the probability of one individual attaining a goal or receiving a reward is reduced by the presence of more capable individuals [45]

type „B” (rival)

striving for a goal in which, apart from achieving it, it is assumed to “outperform the results of other or own achievements regardless of external orders” [46]
TYPES OF INTRA-ORGANIZATIONAL COOPETITION

RT (competition “B” in situation of team-based forms of work)
FT (competition “A” in situation of team-based forms of work)
RG (competition “B” in situation of group-based forms of work)
FG (competition “A” in situation of group-based forms of work)
that competition between teams serves engagement as well as that levels of intra-group collaboration in competitive conditions affect the degree of engagement of members of that group.
DESCRIPTION OF THE RESEARCH

1. Pilot study

2. Natural experiment
   - teams working on a project task in conditions of type A competition
   - the teams could have a maximum of 3 to 7 people
   - time for task completion: 4 months
   - voluntary participation

3. Two the control groups
   - members were students pursuing a compulsory, similar project in another dean's group, but without the specified competition conditions
DESCRIPTION OF THE RESEARCH

• 3 teams of students from the Faculty of Economics and Management at the University of Zielona Góra

• the team leaders were volunteers

• membership in the team was by way of recruitment
1. Assessment of the degree of ENGAGEMENT: The Utrecht Work Engagement Scale (UWES) [5]

2. Assessment of the level of implemented collaboration

- Team Workflow Pattern [6]
- the frequency of contacts during collaboration related to the project task and the forms of communication used during this collaboration (direct vs. indirect).
# RESULTS

<table>
<thead>
<tr>
<th>Name of group</th>
<th>Number of group member</th>
<th>Type of competition</th>
<th>Level of cooperation</th>
<th>Degree of engagement</th>
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<td>7</td>
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<td>“T” (Teamwork)</td>
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<td></td>
<td></td>
<td>B (rival)</td>
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<td>vigor 3,476</td>
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<td>dedication 2,25</td>
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According to the obtained results of the study, it can be stated, the level of collaboration within the team in the conditions of competition such as a fight (FT) positively affects the degree of engagement of team members.
The authors of the article plan to continue their research.
The authors of the article want to include all types of coopetition and verify the following assumptions:
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1. FT type coopetition promotes greater engagement than RT type coopetition
The authors of the article want to include all types of coopetition and verify the following assumptions:

2. FG type coopetition promotes greater engagement than RG type coopetition
The authors of the article want to include all types of coopetition and verify the following assumptions:

3. FT type coopetition promotes greater engagement than FG type coopetition
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4. FG type coopetition promotes greater engagement than RG type coopetition
We want to do our research at two universities.


