Organizational Behaviour - II
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Lecture –12
Factors Leading to Competition and Cooperation

Welcome back to the sessions on organisational behaviour 2. In the last session we came to know about two very important group dynamics, which is competition and cooperation. We came to understand like how the relationship between individual goals and goals given to the organisation, the relationship between individuals work and the team work and the resource inadequacy if it is there.

And like what is the motivation to either to complete or to like cooperate and upgrade it to collaborate so that we can reach our common objective. We came to understand the meaning of competition the meaning of cooperation and collaboration. We also understood that it is not wrong to compete but what is required is a healthy competition so that the performance of the each of the individuals who are in the competition improves the reach their own individual goal as well as the synergistic goal.

So, we can the competition between competition and collaboration together so that both individual goals and organisational goals are fulfilled. In today's lecture we are going to focus on the factors leading to competition and collaboration and cooperation as we understand over here.
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Today we are going to discuss on the various factors on which leads to competition and cooperation in organisational behaviour. So let us begin.

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Now will begin the; discussion with some of the examples of competition and cooperation. So, whenever we are talking of competition some prototypical behaviour come to our mind like it involves claiming, it involves blaming, threatening and it also involves imposing once read on the opponent. In corporation when you think of cooperation we try to and we try to explain it some examples like diagnostic exploration in terms of trying to finding out what is the commonality between what we want to do. I want to do and the other person want to do.

What are the points of interest of the other party? What are the strengths of the other person? What are the competencies of the other person? What are, my competition, this is what my interest how we can match together. So, these are very good for drag the stick exploration and whatever common goals. Next, we come to integrative initiatives. After the diagnostic exploration are done let me try to find out like how we can come together how we can start working together.

What are the things that we can walk on together? So that we can reach a common objective after that with whenever we think of cooperation, we also think of creative suggestions that in order to reach a common goal. I will have my own ideas of reaching that goal by bringing something new to the table. The other person may be also having the same new ideas of his or her own and so suggestions are always expected.

So, creative suggestions and then breaking impasse means we need to communicate with each other. We need to build trust with each other; we need to share information with each other. So, these are things examples which come to a mind when you hear talking of cooperation.

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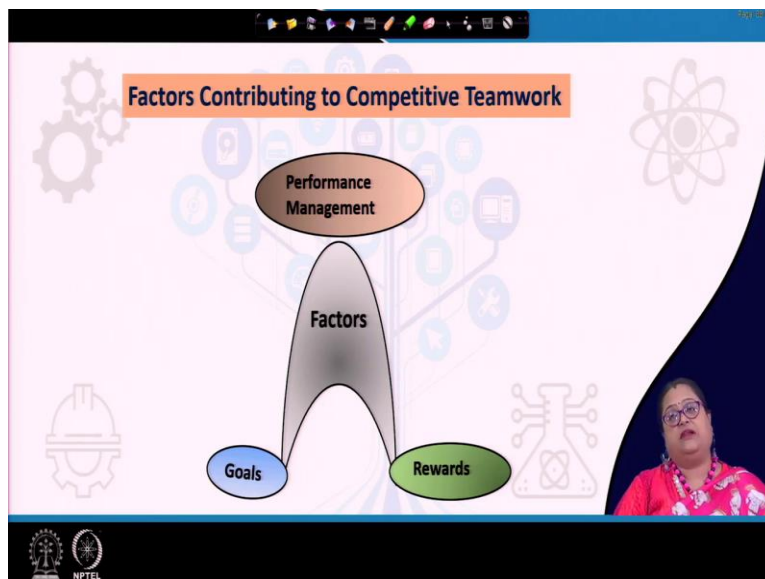
Talk of competitive team work: Team work where is a healthy competition between the members to reach a common objective and everybody wants to give their best to the purpose of the team. So, repeatedly I am saying that health competition because if it is the task focused competition it

encourages creativity and brings in new solution. It brings in the critical evaluations of other person like performance also.

So that competition is really like what should be encouraged. So, what the factors contributing to competitive team working organisations are of course the goals that needs to be reached the targets given and the performance management; how the performance of an individual and the output it is related to the goals of the organisation and how it is cascaded to individual goal and like how to relate to it. What are the performances measures even yards stick even for like understanding whether a person is effective or not.

And ultimately like how it is related to the rewards in the organisation. What are the set of rewards that you get for the effective performance so and for what all kind of performance you have what kind of rewards. So, the goal performance management and the rewards for performance, the categories of rewards that you may have performance all these three determine the other factors which determine competitive team work in an organisation.

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So, will understand these factors see details now: Goals, an individual's believe about the interrelated nature of their goal with other and which determine how they interact with each other. When in a situation is structured competitively goal achievement is negatively correlated between individuals or team. But the ways are structure cooperatively goal achievement is

positively related between individuals or team as they perceive that they can fulfill their goals only if other reach their goals.

So, whether you set up a competitive goal or whether you will set up cooperative goal depends on really you what you want your employees to do what nature of employees want to that they should remain in the organisation. If you doing something of selecting your best team members may be you select a competitive goal. But if you want to reach something collectively in a synergy after that, best team members are selected that may be you can go for cooperative goal whatever you whether you go for a competitive cooperative goal mainly depends on what you want to do in the purpose that you want to achieve.

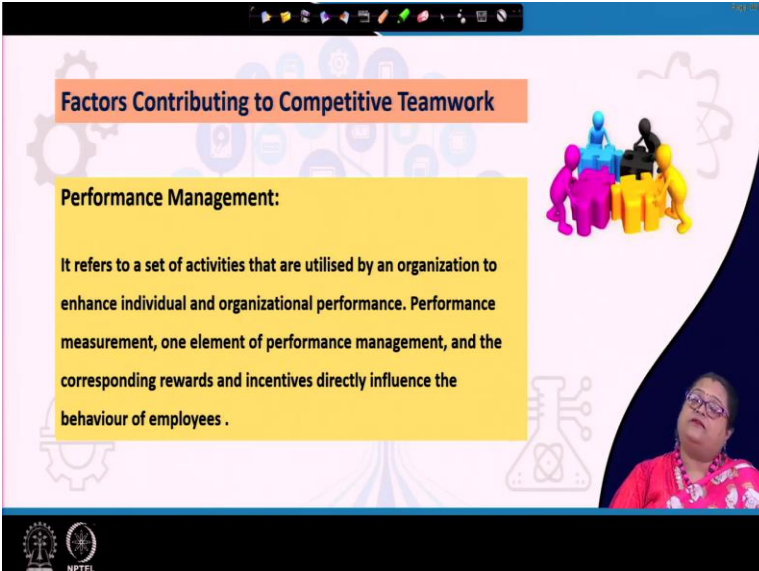**(Refer Slide Time: 08:06)**

Next important thing which made it took a competitive team work of the organisation is of course rewards, which is very important. Individuals were placed in a competitively reward structures may be inclined to deter the progress of others in an effort to give personal advantage. Collaborative rewards the ideal for team performance where there are high levels of interdependence between individual responsibility.

So why we discussing these things together, it is very important from organisational reward design perspective, organisational design perspective it comes structure team building etcetera. Because whatever is the structure whatever is organisational design in terms of the structure in

terms of the systems in terms of their reward management in terms of performance management it should be aligned with the goal that we want to go for.

There is nothing wrong like you want to go for a competitive based goal or a cooperative based goal. But others systems which are linked with it should be aligned in a proper way so that you can reach the goal or rather like it makes sense it is very important that the rewards make sense. It is very important that the performance management or appraisal evaluation however, you might define it, it really measures and comes out with the outcome, what is really purports to measure means. Whatever is the purpose of measurement it should come out through the processes that you do it.

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Coming forward like whenever you are talking of performance management. It refers to set of activities that is utilised by an organisation to enhance individual and organisational performance. Performance measurement one element of performance management, the corresponding rewards and incentives directly influence the behaviour of the employees. So, it is very important that the three things are linked together.

The goals of the organisation what it wants to achieve, how it is cascaded to the goals of the department or the division and how it again it again trickles down to the goals of the employer and in order to reach of the goals of the organisation do you feel like it should be competitive

based or a cooperative based. After you think that the situation when you to align the reward system used to align the performance management system with that goal.

So, if it is a competitive based goal performance management of the performance measurement system, the matrices are that you have for measuring the performance of the individual to show whether the individual is a good performer or not should be individualistic based but if you are going for team-based goal where cooperation is much more needed. So, it should be team-based matrices like how good you are in team? How better you are contributing to the purpose of the team, whether you are helping your team members to grow, whether you are supporting their cause or not. So, these kinds of matrices and observation should be there.

Similar with which management, if it is like competition-based goal then it should be individually based reward system but if it a team-based goal the cooperative based goal in the reward system should also be like if the team performance better; then all the individuals get rewarded and it should be team-based reward system. This should be well aligned with each other. It should not be that you want something but you are measuring something different and you are giving rewards for something any anything further different.

So that misalignment should not be there. This we have extensively in our NPTEL course on performance and reward management and like also in principles of management. If you want to have a further review if you want to learn in details about it, you can always refer back to previous NPTEL courses on the topics of performance and reward management and principles of management.

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Now the factors contributing to the internal competition in the organisational setup: S. Naidoo and M. Sutherland have identified some other factors leading to internal competition. Future performance measures employ rewards as discussed about the performance-based initiatives, employee personality, employee recognition of work done well and if there is the organisation system to recognise the best employee.

So that people will be competing with each other to gain that recognition. So external market structure like food becomes the most desirable employee like whose performance is more aligned with what the market wants. Then leadership behaviour and decision making and of course performance ranking and if it is a ranking based performance where your performance is getting compared with the performance of others.

So, these are some other factors present within the organisation which leads to internal competition within the organisation.

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Now after understanding the factors which are leading to competition will discuss now the factors which are important for cooperation. So, first thing what is very important for cooperation is to have a dedicated leadership who can visualise a common goal who can see the holistic purpose which will give the competitive advantage to the organisation. So, it is very important that you have a visionary leader, a transformational leader who can see like how the goal of the each of the individuals can be align to the goals of the organisation. How each of the individuals can become important contributors to the organisation purpose.

In order to do that you need a visionary, dedicated leader like who is take care of these things. Self determination of the members is also, very important like the member should be wanting to do it. Specialised knowledge of officers and management staff promoting market linkages to ensure adequate the volume of business, encouraging for the resource mobilization, developing sound operating policies applicable to all practicing transparency, marketing and business alliance. So, these are factors just contributing to cooperation in organisation. So, we will examine some of these factors in details.

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First important factor is dedicated leadership. So, it is very important factor in the success of a cooperative venture; is in the presence of us were discussing a capable and dedicated team leaders. So, they are the people who are expected to provide guidance and support to be build cooperation among team members and so for the organisation also the team or Association of the members will or employees will act proper guidance and will be susceptible to outside control and manipulation without competent and dedicated leadership who will be leading by example.

Who will be leading to the path goal leadership, they will show the path to the employees to reach a common goal. So, dedicated leaders are important who will be like motivating; will inspiring the employees to give their best and in moving towards a common goal. So, without dedicated leader being there; employees if they do not have a person to follower or to ask questions to get clarifications about the ideas and to get directions also if required.

Then they may get influenced by others who may want like to distract them for their own path. So, it is very important to hear like whenever you talking of dedicated leadership over here the leadership should be transformation in nature, leadership should be ethical in nature and authentic leadership and it should be path full leadership and it is a charismatic leadership which is taken to be pseudo transformational style.

And which sometimes is the leader tries to influence people not for the sake of the development

of the people or organisation but for their own personal interest. So, what is the nature of the dedicated leadership the values nurtured by the leaders the vision shared by the leaders and how the leader and powers the person also the to contribute the best to the organisation how did try to main mentor and coach their employees so that they can cooperate with each other and like they can become self managed teams. So, these are very important qualities of leadership positions will be discussing details on a different leadership styles qualities of leadership.

And how they are get connected with different like group behaviour more so with competition and collaboration.

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Self determination of the members: So, this is very important is the determination of the team members is also a factor for successful achievement of the goal of the team. The needs to be analyse and consider problems, problem solving and planning for conflict resolution and policy review and modification. They should be having idea of their own capability; their self efficacy and they have their positive core side evaluation.

Yes, I do have the internal strength. I do have the cognitive capability to understand the problem I like to try to solve it on my own and I do believe in my own strengths, my own competencies that I the understanding that I can share the knowledge also with others. I do not have the fear of lose anything by sharing my knowledge with others that confidence will only come when we

understand like our base is very strongly understand things very well.

And we have developed a positive mindset also of like how do we interact with people and we have developed like self confidence and we have background with self efficacy. And like task-based efficacy, emotional efficacy and cognitive efficacy also, so it is very important. So, they should also be able to disseminate information on the progress and prospects of the organisation and their roles and responsibilities in order to get strong cooperation.

Enlighten membership can recognise the direction that is very important the self determination of the members and whether they are comfortable whether they are confident with their own self. What they know what they can achieve and whether they are ready to achieve and share and with others.

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Another important thing as we are discussing is the specialised knowledge of officers and management staff. The management should have open mind and willingness to adopt new ideas and be knowledgeable in his or her field of operation. So, depending upon which cooperation among the employees and team members can largely be influenced. So, it is very much important like if you are a leader if you are having a position of power that power should be your expert power.

You should be knowledgeable enough on a subject to understand what others are telling to appreciate what others are the telling and to so like collaborate with each other. With your knowledge and the expert power, you can be a great asset to the organisation can be a great support to your team members who can come to you in times of crisis in times of need to ask help to you. And you do have the power to guide them based on your expert knowledge through years of experience that you have natured.

So, these are very important in terms of like tacit knowledge that you gain through and you are ready to share that with your team members when they come to get help from you. And you can share and you will develop that intention to share only when again you or rather empowered others with the knowledge only when you do not have the fear of losing anything and that comes again when you have a done your core self evaluation properly.

And you know; you are also constantly learning; you are constantly upgrading yourself; you are constantly updating yourself. And also, if you are ready to learn from others also, it is not possible like everybody knows everything there on whatever knowledge it is not possible we are all human beings but we should be open to learning not only from our seniors but our colleagues but maybe also from the juniors, our team members.

Because they are more advanced due to their generations due to their recent knowledge and they can also teach so many things and we cannot to learn too many things from them. So, this open mind accepting knowledge from others should be there and that is corroborated by openness of mind to share my knowledge with others. So, management again should be equipped enough to keep staff members informed and make proper direction on the objectives function and Structures and policies of the organisation.

So, whatever I know of the structures of objectives functions how it is connected what are the policies of the organisation I should be ready to share it with others.
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Another factor for contribution to cooperation is promoting market linkage to ensure adequate volume of business member's role and function is the lifeblood of any successful organisational corporation particularly in the business enterprise. So, in order to do that, sufficient volume of businesses necessary for the cooperation to render maximized service to the; at the lowest possible cost and maintain a strong bargaining position in marketing for products and procuring goods and services.

And it is very important like we get to understand what is the network who are the people with whom we can collaborate with so that we can increase the volume of business and together we can serve better.

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Encouraging for resource mobilization: As we understand join hands together to serve better than the next also like the resources can always pool their resources and effects together to in order to get more benefits which will get like if your join hands together and sharing a resource rather than functioning on our own. So that can be done by pooling the resource benefits the members of a better chance to obtain more benefits than if you are working separately.

So, in business alliance so there might be opportunities for market networking. So, the employees corporation would be in a position to grab search opportunities and on additional income if they managed to raise funds to capital build up and member saving campaigns that will give them more investable resources. So here we are talking about the like cooperatives that the employees form unlike this understand the purpose of this joint venture and the networking and how like each of the entities in the market are connected to each other.

So also, be a part of this activity in order to like find out opportunities like get some additional income also maybe sharing resources with the people who are involved in the network.

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Then developing sound application; like sound operational policies which are applicable to all. So, cooperation among team members and employees have been very important voice in drafting policies which address economy and provident need of the organisation. So sometimes what happens if the employees are collaborating with each other if their voicing together this collective voice employee voice and it is heard by the organisation then what you find like it helps in drafting the policies and after organisation which are more related to people policies.

So sometime it developed in healing the wishes of members specially these are built down for the benefits of the employees in particular; if the employees are cooperating together in the coming together in the coordinating amongst themselves to arrive at a common conclusion to make their efforts known to the others to make their wishes known to the others. Then what happens like that together in the can represents themselves; being helps in the like formation of policies, drafting of policies.

Because it is focusing on the like the benefits of the employees also. If they are not collectively putting forth what they actually need through and the management is developing some right policies or trying to follow some policies based just only on guess work then what happens it may or may not be like totally applicable or rather be effective in solving the problems. So, if the employees can represent together and what debates are coming to conclusion, what they really want and if they can share it to the organisation. It has seen better policy formulation and

implementation.

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Practicing transparency is very important like from start if you remember, we are always talking of trust. We are always talking of information sharing. It is very important that there is truth and clarity in that. So, honesty and transparency ok nothing is should be hidden from the other party. So, self discipline and practice of transparency among the members and staff of the organisation leads to a better corporation which welcomes all necessary comments, observations and recommendations to improve the organisational system and business operations.

So, if there is a self disciplined like I am not going to commit anything wrong I will always be truthful to the path that a chosen and my goals are oriented map to the values of like myself and for the organisation. They did not happen like it leads to sense of self discipline and of course transparency. Like I am a clean on like whatever my thoughts are and what you want to share with others what I want to do.

So, it leads to better cooperation because it helps in generating trust. So, this transparency helps in generating trust and makes one of the parties appear to be trustworthy to each other so that is very important. And this is practicing transparency is very important for improving organisational system and business operation. Strong team operation creates scope for the organisation to adopt a new improved systems and projects.

So, if the teams collectively think like; there is a different way of doing things and if we can share and they promote information and their allowed to share the prohibitive voices also it can lead to better organisational performance. So, there are published research papers by myself and my PhD scholar was been working on it on employee voice. You can check to these references to understand; like how the collective voice of the employee wise as we are discussing over here leads to better organisational performances provided of course like the result in transparency in the organisation.

There is trust atmosphere of trust in an organisation and of course, there is a guiding leadership who like and (()) **(34:04)**.

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Marketing and business Alliance: Especially the business organisations have to establish marketing and business alliance with the stakeholders and with the other business partners for which teamwork and cooperation among members have a vital role to play. The organisation having better cooperation among the employees convinced member in better result in marketing and business promotion.

If you have to; like to alliances with other businesses with stakeholders and their business partners. It is very, very important that you have a willing set of members team members who

are self determined who are self determined who are guided by a proper leader who will be engaged with the organisation effective commitment is there. They love the organisation and they will be ready to assimilate the other parties' feelings other employees, feelings, motivation, needs and aspiration's goal set to oneself and try to align together and try to be interested in working together as a team.

So, if you are going for marketing in business, alliance it is very important like you to have a proper team member who are very to cooperate who are ready to share, share the resources, share their knowledge and welcomed the other person into the cognitive domain.

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So that is very important the existence of the other persons in the cognitive domain of the individual trust building and ethical performance of working together, which of the very 3 essential points of cooperation as we have discussed in earlier sessions So here whenever we are talking about business networking and the cooperation and the competition, dynamic let us see like how it will reach to the network how it is related to network formation, network composition and network governance.

As for the competition of the corporation domain is concerned whenever we are talking about the network formation. We need to know like what is the purpose of this network. And who will be in composition who will be the network members and in governance what are the expected

interactions between the network members. So, whenever you are trying to define a domain and defining the scope of the collaboration or cooperation, we need to understand these 3 things. What is the purpose, who will be the members and what will be the nature of interaction.

Now if talking of parameter under which to understand the network in terms of competition and cooperation parameter the network formation we try; to understand what are the functions of that network? Why does network what are the functions which should be covered under this network and like whenever we are talking of composition like what are the resources of each of the parties involved and what will be the combined resources.

And whenever we are talking of network governance you have to understand like the how there could be a fate between the administrative structure, process and situation of the parties involved in the network. So, how closely whether the organisation function in similar way whether the organisation so structured in a similar way. So, what are the employees and how their goals are aligned with each other? What is the design and organisation this will help us to understand how to monitor that network in a proper way.

Do we do it similarly for all the entity using that network or we have some common guidelines and ways of looking at it and also some very specific ways of looking based on their special nature of the network that may have formed. So forth is that being very important that we understand that what is the faith between the administrative structure and process and situation of the entities involved in the network.

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And if it, is it typical network level concern. What would be the network level concern is of course it is shared why is this network? What is the relevant function of it? So which alternative exists for members and which alternatives a potentially emerging in futures like why this network why not we are doing something? Can anyone come up with a different idea can different kind of networks formed also then what would be the purpose.

Why people will come closer together? So, these kinds of questions need to be answered when we talking on network formation who is the most suitable or the desirable member for this network? How the network can survive for long? What are the rules and regulations? So, then that will again be coming under network composition. This type of questions like do you have the critical type quality and quantity of resources.

How can we fill the graph for grow further. In terms of network governance at the governance structure and process effectively aligned to specific situations with regard to networks purpose, members composition and environment. So, this is what I was discussing like there should be something maybe something with basic rules which is applicable to all. But based on different specific natures of businesses who may have come together for this network to achieve a common purpose.

But what they do have their own specific ways of functioning and same ways of monitoring may

not be applicable to all. So, the governance processes that we determine should be effectively aligned with specific situations with regard to network purpose, members composition and environment.

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Then the next level which the very important concern is about the typical member level concerns. So, like is this network corresponding to strategic goal? What do other networks offer? So, can strategic goals be achieved by initiating a new network? So, what are; the expectations from the members and why we should be as a member of this network. So, these kinds of questions are of course, there will be related to network formation.

In network composition: Of course, what comes first is understanding of the risk and benefits. So, what are the benefits and risks of membership in this particular network? Are resources needed and valued in this network like what is my role and function in this network what I am supposed to do. What are the expectations from me? So, each type of competitors is there in this network. So, who are my competitors? So, person who is there inside the network also like if I am trying to improve myself and I tried to benchmark on them and try to improve excel better than them.

So, who are my competitors or it is organisations outside the network for whom should I follow and whom should I try to excel. So, these kinds of questions are there in terms of network

composition. In network governance so how far does a membership in this network which strained the autonomy due to the governance rules and regulations that apply. If you are really a part of networks, so there are certain Information sharing norms may be like ethical norms.

Or information maintenance and then you can due to conflict of interest you may not be allowed to become or it is not expected that you are members of networks who have conflicts of interest or like you are taking up a position which brings you to the conflicts of interest. So, if you offer yourself, to be a member of certain network and there will be some restrictions on the autonomy of the members due to the governance issues and regulation issues, which we have to understand and which we have to try to comply to for the betterment of the network and betterment of the larger community, we have to comply to it.

We have to understand it and follow it and these discussions covered more in business ethics and corporate governance. So, if you want to have a better idea of it, please refer back to our business ethics courses also. So, these are some of the dynamics which happens in the network formation and this business network in terms of cooperation and competition and whom do I co-operate with? Whom do I complete with? Why?

What is the nature of the network? Who are the members of this network? What are the expectations from the members of network in terms of contribution, in terms of governance issues? These things will determine the nature of the competition and the cooperation also. Because these are the factors which will tell us if you are completing then to what extent and with what ferocity and severity or is it a healthy conflict or it is not.

How you perceive your environment or how you perceive your situation? How you perceive others? How you understand who are your competitors? And how you understand who are; your collaborators and how you can interpret relationship? So can it be like competitors of today are collaborative of tomorrow. If you are realigning your goals and try to think on it also. So, thank you for being with us for this session on factors affecting competition and collaboration. Stay tuned with us for further discussions on functions of competition and collaboration in the next lecture. Thank you.