

ROLE OF THE COOPERATION AND COMPETITIVITY WITHIN INDIVIDUAL AND ORGANIZATIONAL DEVELOPMENT

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Abstract:

In the contemporary market economy, we assist to a huge unprecedented diversity of the relations between the economic agents, of the economic operations, of the behaviors, objectives, processes and activities. The human relations evaluate in a different way in the context of the knowledge economy: either they become profound relations and of long term, or they diminish as intensity and are replaced. At an institutional level, the same tendency comes-up of stabilization and fidelity for certain partners and of non-trust and carelessness for others.

Both individual and organizational development depends on the cooperation mechanisms as well as on the effects of the actions, respectively the competitiveness of the activities.

Thus, it is a matter of cooperation and competitiveness management, which takes into account the individual and organizational ability of achieving the objectives. More than that, in the knowledge economy, the “quality” component coordinates both management and the process of cooperation and individual and institutional development: quality management or management quality, cooperation on quality or cooperation quality individual and organizational qualitative development or development quality.

This paper deals with the cooperation and competitiveness role in achieving some clear performances through the quality cultural and concrete rationality applied to the possible market situations.

The main objectives of the paper are:

- Analyze of the cooperation impact on individual and organizational performances.
- Identifying the influences of the competitiveness increasing on the future economic development.
- Understanding the quality role on the firm and individual management.
- Identifying the new correlation between quality-rationality-management-competitiveness-success.

Key words: cooperation, competitiveness, quality and rationality.

The current complexity of the economic activity and its dynamics make the individual’s role become multiple. He or she plays several roles: family member, colleague in a team, leader or manager according to his or her position in the organisation, friend in relation to others, neighbor for other subjects, partner in a transition, creditor in a relation of monetary nature, voluntary in actions of some associations or foundations etc.

At the same time, the contemporary organization plays several roles imposed by the activity profile and objective to be achieved: resource, consumer, goods and services providers, tax payer, income earner, investor, intermediary, business, partner etc.

Certainly, the examples can be contained both at individual and organizational level.

In the contemporary market economy we assist to a huge unprecedented diversity of the relations between economic agents, of economic operations, of behaviors, objectives, processes and activities. The human relations system evolves in a different manner in the context of the knowledge society: either they become profound and long term relations, or diminish in intensity and are replaced. At an institutional level, the same tendencies of stability and fidelity for certain partners or of untrust and non-interest for others may be established.

Both individual and organizational development depend on the cooperation mechanisms the subjects involve in, as well as of the effects of the actions, respectively of the activity competitiveness.

In other words, the individual cooperation encourages the personal development. At present, no one care no longer get substantial or long term success if isolated, but in a working team. Besides, the team work is not easy.

The individual cooperation is linked to the subject's capacity of communicating, to each individual feature and personality, to the context and assigned objectives which must be well understood by the individuals. In other words, the individual involvement depends on the homogeneity of the team he or she is part of.

The efficiency of the team integration encourages both individual development and the continuity of the team work.

The individual advantages of the team working can be analyzed compared to its disadvantages, as the following:

Team working	
Individual advantages	Individual disadvantages
<ul style="list-style-type: none"> • more complex objective are achieved • the work is better capitalized through complementarity • the labor division demonstrate the individual capacities • the labor productivity increase • the time is better spent 	<ul style="list-style-type: none"> • individual competences are not known, just the group performances are seen • a non-homogeneous team generates individual conflicts • if individual efforts are not equal, then discrimination may come up • the dependence in succession of operations can generate waste of time

The individual work generates limits both regarding the labor purpose and the activity, quality and the capacity of evolution as well under like the team work which can generate results much more complex from performance point of view.

In addition, at a team level, if the team culture and spirit are not developed, the competition among individuals will appear in the sense of willingness for being the best in front of the superior. More than this, in many organizations, we assist of the situation in which a serious responsible and competent employee sends some rappers to his hierarchic superior, who in turn, transmits them to his boss not mentioning anything about the his employee's contribution otherwise substantial one. Then, the conflict employee-superior can slowly grow, the former being un-motivated to be creative and to generate competitive results and the latter being highly suspicious for his employee's competences. This is not the manner of developing real relationship in the organization. The superior must be aware he or she can make a team with a serious employee who will become the best support for the evolution department, if he or she is stimulated. The employee will understand if he/she did not already

which his/her role is and will not tend to denigrate the superior since their relation is based on mutual respect.

The team working generates advantages, but also disadvantages to the organization, such as:

Team working	
Organizational advantages	Organizational disadvantages
<ul style="list-style-type: none"> • organizational strategies are better applied • innovation is promoted • high quality management is promoted • personal policy is considered according to the results of the teams • competition among teams come up and the entire performance is increased 	<ul style="list-style-type: none"> • individual personality is not to be taken into considerations • dialog is done among team leaders • equal rewards are offered to the members of a team, fact that diminishes the individual motivation and decreases creativity

The analyze can be continued and the problem of cooperation and competitiveness will be the same at an interorganisational level.

Thus, cartels, holdings or consortium and partnerships are developed among companies from public and private area, from the same or different activities. If the organizations do not cooperate, then they direct anyway their own strategies according to the competition reactions. For instance, under an oligopoly, the initiation of a price change generates reactions from competitors. To a price increasing, a competitive organization may maintain the price of the products which does not justify the initial change. To a price decreasing, a rival organization will reduce the price of its products either of the same proportion of a higher one, which will generate a real price war among companies. It will go on until the price will go down to the production cost level, when all the oligopolists will have to admit the need of cooperation for price determination and market sharing.

The contemporary organizations look for adapting strategies to achieve their objectives, which mean in the marketing conception, a competitive advantage must be capitalized:

- relationship advantage – the organizational capacity of maintaining connections historically defined to other companies and based on fidelity;
- quality advantage – the organizational capacity of creating qualitative products according to the market requirements;
- innovation advantage – the organizational capacity of frequently improving the activity through innovation in operations, processes, products;
- position advantage – the organizational capacity of keeping its market position leader, challenger, domination, favorability, viability or non viability;
- increasing business advantage – the capacity of activity development through diversification and/or geographical extension;
- cost advantage – the cost control capacity which means their recovering;
- value advantage – the capacity of maintaining the feature which expresses the value to the clients.

The same need of capitalizing a competitive advantage can be noticed at an individual level, as well:

- relationship advantage – the individual capacity of being sociable and appreciated by the others;
- professional competences advantage – the personal capacity of working with valuable results by using professional abilities;
- personality advantage – the individual capacity of a firm and correct person being recognized as leader or consultant;
- social stability advantage – the personal capacity of dealing separately the family problems of the work ones;
- economic stability advantage – the individual capacity of actively involvement in achieving results in the labor work;
- initiative advantage – the capacity of a person of being creative and innovative without waiting for detailed orders from the superiors;
- the respect advantage – the individual capacity of respecting his or her own work as other works, looking for quality results.

Of course, the examples can go on.

It is a matter of cooperation and competitiveness management, which takes into account the individual and organizational ability of achieving the objectives. More than that, in the knowledge economy, the “quality” component coordinates both management and the process of cooperation and individual and institutional development: quality management or management quality, cooperation on quality or cooperation quality individual and organizational qualitative development or development quality.

The management of cooperation and competitiveness can be defined as a complex of activities through which are making planning, organizing, coordinating, decision-making and control of cooperation and competitiveness in order to achieve certain objectives.

At an individual level, the management of cooperation and competitiveness express the subject’s preoccupation of managing group activities meant to satisfy their necessities.

At an organizational level, the management of cooperation and competitiveness express the institutional processes that make organizational relations to concretize in effects according to the objectives.

The management is many times considered not only an activity but an art, too.

The art of cooperation is mastered by those subjects who succeed in improving the human relationship, avoiding destroying them and avoiding conflicts.

The improvement of the human relationship is possible at an individual level by mastering the transactional analyze, which contribute to the improvement of the work relations. In this manner, the transmitted information will be clear and precise the exchange of ideas will become useful and simple, the objectives and roles will be better understood.

The improvement of the organizational relationship means credibility for the potential partners: providers, clients, co-workers. This needs a good organization of the marketing activity. In other words, an efficient and effective marketing contribute to the improvement of the image of the organization or product and create new business opportunities.

The individual development is a consequence of the decisions made on short and long term.

The role of cooperation and competitiveness is to identify the equilibrium between the satisfaction in the personal life and the working place, respectively between the profit increasing and the client satisfaction increasing, as the following:

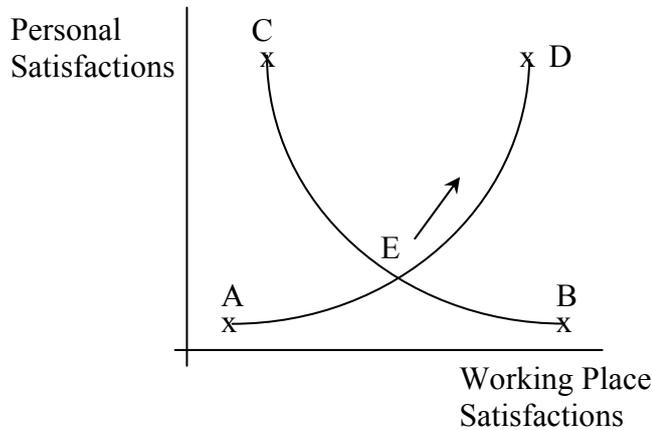


Fig. no. 1: Well-Balanced Individual development

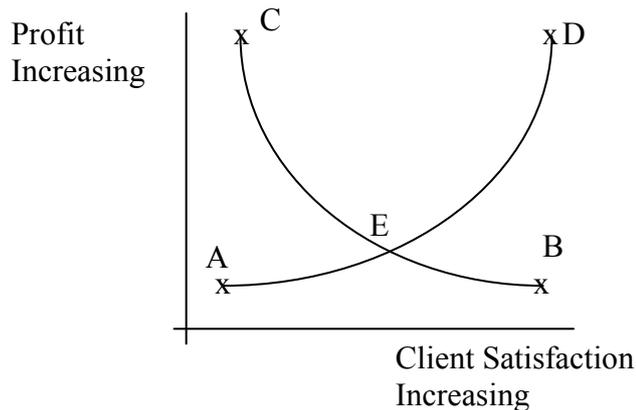


Fig. no. 2: Well-Balanced Organizational Development

Thus, at an individual level, the well-balanced development implies the recognition of the following positions:

- A - the extreme situation of a low personal development when the individual does not feel satisfaction neither from personal life, nor from the active one, at the working place;
- B - the relative practical frequent situation when the personal relations are neglected and is paid a more attention to the career development;
- C - the relative frequent situation when the disadvantage from the working place are compensated by the satisfactions and contents from the personal life;
- D - the extreme situation when at least theoretically, individual gets personal satisfactions from both sides: personal life and working place;
- E - the well-balanced development situation in which the individual manages the time and energy to both directions getting to know multiple satisfactions.

At an organizational level, the institutional development correspond to the marketing functions, respectively to the profit maximization on certain circumstances and to consumer satisfaction increasing, which means the recognition of the following situations:

- A - the extreme situation when the organization does not succeed in achieving neither a satisfying profit and nor consumer satisfaction;
- B - the organizational situation when it look priory to increase the client satisfaction and promote products to attractive prices which only generate small profits; in turn, on a long term, the organization will get a huge appreciation from the clients;
- C - the profitable organization situation when the client is neglected for a limited period the two objectives being dependent one of the other;
- D - the successful organization situation when they use strategies to increase profit and client satisfactions;
- E - the well-balanced development situation when the profit is considered satisfactory and the satisfied clients are evidently delimited from the unsatisfied ones.

The role of cooperation and competitiveness in achieving the well-balanced situation both at an individual and organizational level reflects the necessity of admitting the importance of the personal ability and of the organizational competitiveness in orientating the activity to the well balanced individual and organizational development.

The role in having competent individuals and organizations is played first of all by education.

The education in the knowledge economy as a complex process has the role of generating not only knowledge which continuously evolve, but multiple competences.

The competent individuals will become better manager of their own life and leaders in competent organizations. They will be able to achieve the well balanced development and direct this level to a superior one by managing the change.

The individual change is a process that implies:

- preoccupation – the recognition of the need/willingness for change;
- confronting – the identifying the best moment for the change;
- clarifying – the communication of the intention of change to the environment;
- crystallizing – the defining of the plans for managing the change;
- the proper change – the changing of the behavior in the sense of the decision of change.

The organizational change is a complex process which implies:

- ❖ the participative understanding of the change – the creating a group mentality favorable to the organizational change;
- ❖ the defining a new organizational behavior – the identification for new measures and directions of action;
- ❖ the creating of attitudes, competences and practices – the consolidation of some efficient actions on different areas: production, technology, marketing;
- ❖ the increasing of organizational performances – the profit and rentability increasing, as well as the increasing of the market share, the market extension etc.

Thus, new correlations among quality-rationality-management-competitiveness-success can be observed in the contemporary economy, at an individual and organizational level:

- an efficient management needs cooperation and competitiveness;
- a success management is an efficient development process;
- the process and product quality must fulfill the client requirement which can be rational, systematic and scientific analyzed;
- the quality management implies also the cooperation and competitiveness management.

As a consequence, through education, the cooperant and competitive behavior are encouraged and thus, the well balanced and efficient development. The acceptance of the

change is the first step toward performance. Education toward this does not mean only changes at the providers of education level. Education toward development and equilibrium means in addition changes at the receivers of education level. The two parts must cooperate in order to get the desired effect: the provider and the receiver of education, respectively the university on one side and the students and the employers on the other side. Through cooperation among them, the competitiveness will become the basic feature of the activities both for individuals and organizations. Thus, the change through education generates:

- competitive institutions;
- active individuals;
- efficient policies;
- proper governmental management;
- performant society.

The change through education has started. It is up to us to continue this process.

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