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INNOVATIVE CLIMATE AND NONPROFIT COOPETITION: THE IMPACT ON PERFORMANCE

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Master's Thesis

Supervisor

Asst. Prof. Dr. Bella GULSHAN

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ABSTRACT

INNOVATIVE CLIMATE AND NONPROFIT COOPETITION: THE IMPACT ON PERFORMANCE

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The collaboration of nonprofit organisations might yield benefits when they encounter shared objectives that are challenging to achieve alone. The longevity of coopetitive relationships is contingent upon an organization's ability to implement a strategic approach that effectively balances cooperative and competitive dynamics. The nonprofit sector presents numerous uncertainties and obstacles, including limited financial resources, unforeseen events, donor engagement, and performance pressures. Nonprofit organisations that place innovation as a central strategic objective bear the responsibility of ensuring the efficient management of organisations. This study mainly answers How innovative climate triggers the formation of coopetition in nonprofit organizations. Moreover, it also explores How coopetitive relationships impact the performance of nonprofit organizations? The data is collected from the nonprofit organisation registered in Baghdad, Iraq. There are 109 valid responses available for data analysis. Interorganizational linkages contribute to the emergence of a novel corporate framework, characterised by the simultaneous presence of collaboration and rivalry, aimed at promoting technological progress and guaranteeing economic sustainability.

Keywords: Coopetition, Nonprofits, Innovative Climate, Performance, Economic Sustainability.

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1. INTRODUCTION

The concept of "coopetition" is defined as the occurrence of cooperative behaviour between multiple persons who are simultaneously engaged in competitive interactions (Nalebuff & Brandenburger, 1996). Raza-Ullah et al. (2014) argue that the phenomenon under consideration is a social occurrence that challenges rationality, since it is characterised by the coexistence of conflicting ideas, beliefs, and behaviours. Baglieri et al. (2012) assert that partnerships, alliances, networks, joint ventures, and other similar strategic involvements are commonly perceived as tactics for fostering collaboration in project endeavours. Kane et al. (2015) suggest that numerous enterprises are employing emerging technologies, such as social media, to foster collaboration and enhance competitiveness among themselves.

The collaboration of charitable organisations might yield benefits when they encounter shared objectives that are challenging to achieve alone. However, since each entity is pursuing unique goals, it is conceivable for them to encounter conflicts among themselves. Nevertheless, given that each of them had distinct ambitions, there exists a potential for their paths to intersect. Maintaining a balanced approach is crucial for decision-makers in collaborative companies, as an imbalance could render their company vulnerable to exploitation by competitors or exclusion by partners. Therefore, it is imperative for these decision-makers to carefully manage a combination of complementary and non-complementary activities. The first situation may occur if the group is thought to exhibit an excessive level of collaboration, whereas the second scenario may arise if the group is perceived to display an excessive level of conflict.

The longevity of coopetitive relationships is contingent upon an organization's ability to implement a strategic approach that effectively balances cooperative and competitive dynamics. Nevertheless, the inherent conflict between collaboration and competitiveness poses a significant challenge in devising and executing such a strategy. The types of data maintained by a corporation and the data streams that enter these systems can be influenced by several factors, such as collaborative efforts, competitive dynamics, and inter-organizational partnerships. The nonprofit industry presents numerous uncertainties and obstacles, including limited financial resources, unforeseen events, donor engagement, and performance evaluation. One instance of a challenge is the absence of established criteria

for evaluating performance. Charitable organisations are driven to engage in collaborative endeavours due to several factors, including uncertainties surrounding the external environment, internal conflicts within the organisation, and the imperative to achieve successful outcomes. It provides assistance to philanthropic groups in the areas of resource generation, expansion, and acquisition. A prevalent strategy employed by enterprises to establish and sustain relationships involves engaging in collaborative efforts with other organisations operating within the same industry and competing directly with them (Powell, 1996). According to Bengtsson and Raz-Ullah (2016), it is crucial to consider that a significant proportion, namely fifty percent, of competitive partnerships originate from mutual support between the involved parties and further progress through sustained help.

Additional benefits of establishing corporate alliances encompass cost and risk reduction, mitigation of uncertainty, and enhanced facilitation of collaboration and competition among organisations. Companies can expand their operations into unfamiliar regions and set new industry standards by engaging in collaborative relationships with competitors (Gnyawali & Park, 2011). This strategic approach ultimately leads to enhanced organisational performance. Conversely, a significant proportion of these interactions are deliberately structured to foster disagreement and provoke intellectual rigour. It was shown that a significant proportion of these coalitions are unable to effectively accomplish their intended aims and perform as initially expected (Lunnan & Haugland, 2008).

Since the inception of the nonprofit sector, a significant strategic problem it has faced is the need to fulfil its constant demand for new research and development. Gnywali and Park (2011) suggest that various reasons contribute to the dynamics of the situation, encompassing elements such as the financial implications of research and development (R&D), the intricate nature of products, and the necessity for uniform technological standards. In 2007, McKinsey conducted a global survey wherein the findings indicated that a significant majority of chief executive officers (CEOs) held the belief that innovation played a crucial role in driving development and maintaining a competitive advantage, while also acknowledging the challenges associated with effectively implementing innovative strategies. When considering the aspect of creativity, a significant challenge that companies encounter is the effective management and allocation of their resources. The necessity for the establishment of innovation infrastructure was additionally substantiated by a study conducted in the year 2010. In the year 2010, there was an increase in the proportion of chief

executive officers (CEOs) who recognised innovation as a primary focus for achieving expansion, aligning with the patterns observed in preceding years. According to a substantial proportion of these executives, approximately 42%, the primary obstacle impeding the generation of novel ideas was the structural framework of the organisation. Based on the results of the study, it can be concluded that implementing organisational modifications is the sole approach to effectively enhance innovative creation.

It is highly challenging for a nonprofit organisation to establish an internal mechanism for innovation and research and development that can effectively match the pace and extent of R&D activities undertaken by its competitors (Chesbrough et al., 2006). The capacity to effectively engage in collaborative endeavours with peers emerged as a prominent distinguishing element between prosperous and failed enterprises in the creative industry. Rigby and Zook (2002) assert that firms, despite possessing the autonomy to make independent decisions, have traditionally sought information from other sources. Cassiman and Veugelers (2006) believe that firms working within the high-tech sector have the potential to enhance the economic benefits derived from research and development (R&D) activities and the creation of novel products through the integration of their current expertise with newly acquired information from external sources. Consequently, the involvement of corporate research and development teams is commonly observed in the course of technological advancements. As a result of this, it can be argued that creation represents the ultimate outcome of these endeavours, while research and development are activities associated with the broader domain of R&D.

When firms engage in collaborative efforts for research and development (R&D) initiatives, they voluntarily relinquish their individual authority and distribute the advantages derived from the resulting inventions among the participating entities (Schilling & Phelps, 2007). Consequently, these alliances have the potential to accelerate the progress of research and development activities. When firms engage in collaborative efforts to generate novel ideas, their initial course of action involves gathering a comprehensive array of data and information. Moreover, collaborative efforts have emerged as a novel approach of engaging in competition. It is evident that collaborative research and development endeavours often encompass elements of both collaboration and competition (Clarke-Hill et al., 2003). Nonprofit organisations that place innovation as a central strategic objective bear the responsibility of ensuring the efficient management of initiatives falling under this category.

Interorganizational linkages contribute to the emergence of a novel corporate framework, characterised by the simultaneous presence of collaboration and rivalry, aimed at promoting technological progress and guaranteeing the economic sustainability of recently generated concepts. Bengtsson and Kock (2000) define the concept of "cooptition" as the strategic collaboration of enterprises, notwithstanding their concurrent competition. Cassiman et al. (2009) suggest that cooperation arises when firms engaged in direct rivalry engage in collaborative efforts on various initiatives. Research findings have indicated that the phenomenon of coopetition is positively correlated with higher rates of innovation. Additionally, cooperation has been observed to exert an influence on both internal and external endeavours aimed at fostering development. However, engaging in research and development collaborations with competitors carries inherent risks, mostly stemming from the potential for competitors to gain access to critical and secret information.

This suggests that maintaining the secrecy of shared information becomes a key concern for managers. Lavie (2007) asserts that in order to sustain creativity, it is imperative to maintain a continuous flow of information through the sharing and acquisition of knowledge. Maintaining the continuity of creativity necessitates the use of this measure. As a result, the task of monitoring the acquisition and retention of information during collaborative activities becomes increasingly challenging. The complexity of high-tech and knowledge-intensive businesses has been observed (Gnyawali & Park, 2009).

In order to facilitate technological growth, it is imperative for players to engage in regular information sharing, as well as the exchange of assets and technologies. Gnyawali and Park (2009) suggest that enterprises operating in these industries might effectively produce new concepts by engaging in collaborative activities focused on the development of new inventions. Based on the results of the McKinsey survey, which indicated that numerous organisations encounter challenges in effectively managing their innovation efforts, it is plausible that a significant number of companies hold the misconception that enhanced coordination of collaborative activities will facilitate the achievement of their principal growth goal. Collaboration holds significant attraction for high-technology enterprises. Prior to commencing any endeavour, it is necessary to carefully deliberate upon the advantages and disadvantages associated with collaboration and competition (Dyer & Nobeoka, 2000).

Despite the increasing scholarly attention on coopetition in the academic domain, limited research has been conducted on the many sorts of projects that yield optimal outcomes. This form of strategic planning entails the analysis of methods to effectively oversee and execute projects in conjunction with other stakeholders, as well as the exploration of research and development (R&D) initiatives within the company. Furthermore, Ritala and Hurmelinna-Laukkanen (2013) emphasised the noteworthy difficulty associated with the acquisition and retention of information. Furthermore, insufficient attention has been given to the interplay between these two components. It can be argued that enhanced organisational and management capabilities are positively associated with a deeper understanding of competitive dynamics within the market (Ritala, 2017). This comprehension would be achieved as a consequence of the enhanced structure. Thus far, cooperative research has predominantly remained in the realm of theory, yielding limited tangible impact on practical applications. In order to gain a comprehensive understanding of coopetition, it is important to initially analyse the conceptualization of this idea within the academic sphere.

Nonprofit organisations encounter a significant strategic challenge in their pursuit of enhancing innovation and engaging in cutting-edge research and development (R&D). The aforementioned reasons for this phenomenon include the substantial expenses associated with research and development, the intricate nature of the product, and the imperative need to uphold scientific rigour (Gnyawali & Park, 2011). Based on a study done by McKinsey Global, a significant majority of high-level executives, namely seventy percent, hold the belief that innovation is a crucial strategic asset that empowers their organisations to achieve growth and gain a competitive edge. Nevertheless, doing this remains a formidable task. One of the most formidable challenges encountered by nongovernmental organisations (NGOs) in their pursuit of efficacy is the proficient management of their internal resources. CEOs seeking strategic business expansion will increasingly recognise the growing significance of innovation. As per the accounts of the highest-ranking executives, it was found that the organisational structure emerged as the primary impediment to fostering innovation. The most substantial enhancement in innovative performance can only be achieved through a modification of the operational processes of the organisation.

According to Chesbrough et al. (2006), the not-for-profit sector acknowledges the difficulties associated with attracting and retaining highly skilled personnel, while yet striving for innovation and advanced research and development. The strategy that creative

organisations adopt when engaging with external partners is a crucial distinguishing factor that separates them from less successful counterparts in inventive endeavours. Cassiman and Veugelers (2006) suggest that the philanthropic sector has the potential to enhance its marginal return on research and development as well as innovation initiatives through the integration of its existing information with data derived from external sources. The achievement of technological objectives sometimes arises from the collaborative efforts of multiple organisations engaged in joint research and development endeavours. In this specific case, creativity emerges as an outcome of these endeavours, while research and development (R&D) pertains to the actions conducted throughout the process of research and development.

Gnyawali and Park (2011) propose that cooperation in research and development might provide advantages, albeit necessitating relinquishment of control and the sharing of financial resources. According to Schilling and Phelps (2007), collaborative research and development activities may have certain drawbacks, however further evidence is required to support this claim. According to Prahalad and Hamel (1989), an alternative perspective posits that collaboration might be understood as a novel form of competition. Even in the context of collaborative innovation endeavours, corporations express a persistent desire to acquire maximum knowledge and resources, as per their statements. Based on the research conducted by Clarke-Hill et al. (2003), it has been shown that joint research and development projects commonly display a combination of competitive and cooperative behaviours. Organisations that attribute considerable strategic importance to innovation bear the obligation of prioritising the effective management of innovation-related endeavours.

The manner in which organisations engage in mutual interactions has undergone a transformation within the contemporary commercial landscape. In order for innovation and achievement to provide optimal outcomes, it is imperative that competition and cooperation operate in tandem. The convergence of two distinct schools of thinking exemplifies the concept of "coopetition," a term derived from its acronym. Nalebuff and Brandenburger (1996) suggest that this particular conceptualization of the inter-firm landscape acknowledges the simultaneous presence of both cooperative and competitive dynamics. Bengtsson and Kock (2000) define "coopetition" as the scenario wherein two competing firms are geographically proximate to one other. Competition exerts influence not only on the functioning of the coalition, but also on the internal and external endeavours aimed at

improvement. When individuals engage in collaborative efforts, it becomes incumbent upon the management to assume the responsibility of safeguarding the confidentiality and security of the shared information. Lavie (2007) suggests that fostering a continuous flow of information and promoting the exchange of ideas, while using the existing knowledge inside organisations, might serve as a way to encourage creative thinking.

The necessity for individuals to engage in collaborative efforts to both safeguard existing knowledge and gain novel information presents a notably hard scenario. Gnyawali and Park (2009) argue that the intricacy is particularly evident inside high-tech enterprises due to their substantial employment of workers in knowledge-intensive roles. In order to foster the advancement of diverse technologies, it is imperative for the stakeholders to engage in collaborative efforts aimed at facilitating the exchange of knowledge, resources, and mutually compatible technologies. There has been a suggestion that the practice of coopetition, a form of collaborative innovation, can serve as an effective strategy for nonprofit organisations to improve their performance.

It is unsurprising that cooperative marketing presents significant potential for firms. In order to optimize the utilisation of these opportunities, it is crucial to carefully consider the advantages and disadvantages associated with both cooperative and competitive interactions. Despite the growing scholarly interest in coopetition, there has been a relative neglect of the internal management requirements associated with coopetition activities. This collective engages in discourse surrounding the establishment of non-profit cooperative partnerships and their concurrent self-organization strategies. According to the research conducted by Ritala and Hurmelinna-Laukkanen (2013), the acquisition of knowledge and the preservation of its confidentiality are identified as two prominent issues. However, there has been a limited amount of scholarly attention devoted to examining the manner in which businesses manage coalition operations, assess their level of competitiveness, and evaluate their overall performance. For example, a formal request has been made to the management team to offer specific examples of how project-related activities might be effectively planned and executed through collaborative efforts. Examining various management and organisational styles is considered the most efficacious approach for identifying strategies to enhance teamwork. So far, the predominant focus of scholarly inquiry pertaining to the collaborative practises of charitable organisations has been mostly theoretical in nature, with a dearth of empirical illustrations derived from real-world contexts.

1.1 PROBLEM STATEMENT

The examination of cooperative competition, wherein organisations collaborate and concurrently engage in competition to attain shared goals and gain strategic advantages, is an emerging field of scholarly inquiry. There is a paucity of research conducted on the utilisation of cooperative partnerships by diverse groups. Numerous scholarly investigations have employed the cooperative alliance as a research approach to explore various facets of the nonprofit arts sector (Kirchner & Ford, 2017). Additionally, this methodology has been utilised to examine the nonprofit sports tourism network, maritime sports clubs, the creative art and heritage sector, and opera houses (Lorgnier & Su, 2014). The usage of the phrase "intertype competitors" to characterise the customary mode of competition among nonprofit organisations is noteworthy. This phenomenon encompasses a broad range of heterogeneous types of competition, including full-scale mergers, solicitation of financial backing, exchange of ideas, and divulgence of secret data. Several instances of long-term ties that resulted in mergers in the United States include the San Diego Symphony and Opera, the Philadelphia Pops and The Philadelphia Orchestra, the Aspen Ballet and Santa Fe Festival Ballet, and the Philadelphia Pops and The Philadelphia Orchestra. Additional examples are the Aspen Ballet and the Santa Fe Festival Ballet. According to Kirchner and Ford (2017), organisations within the nonprofit art sector that have established co-competitive alliances have instructed their management to see intra- or intertype entities as significant competitors. These organisations are purportedly situated within the nonprofit art industry.

In contrast, cooperative research investigates the underlying motivations for enterprises to engage in collaborative endeavours, even in the face of ongoing competition amongst them (Todeva, 2006). Furthermore, Bengtsson and Kock (2014) have already conducted research that highlights the importance of cross-organizational relationships. A limited number of studies have been undertaken on nonprofit organisations, primarily focusing on the nonprofit network. The conducted research revealed that competing firms received comparatively less attention as compared to multinational corporations, traditional industrial sectors, and other high-tech organisations (Walley, 2007).

Bengtsson and Powell (2004) assert that historically, enterprises engaged in direct rivalry often engaged in collaborative efforts aimed at enhancing their ability to cater to the needs of their respective consumers and sellers. Todeva (2006) asserts that a considerable body of

study has been conducted into the phenomenon of adversarial cooperation. Bengtsson and Kock (2014) have extensively researched the concept of organisational engagement in competitive relationships and the various manifestations of these interactions. Nevertheless, there is a noticeable dearth of studies pertaining to the efficacy and operational dynamics of nonprofit cooperative coalitions. Hence, the present study primarily centres on the notion of coopetition and its implementation within nonprofit cooperative coalitions. Additionally, it examines the functioning of the alliance and evaluates the extent of its operational effectiveness.

1.2 RESEARCH QUESTIONS

This study addresses the following research questions:

a. How innovative climate trigger the formation of coopetition in nonprofit organizations?
b. How coopetitive relationships impact the performance of nonprofit organizations?

2. LITERATURE REVIEW

For a long time, those in management and marketing have been studying the concepts of teamwork and competitiveness. The literature on strategic management frequently places an emphasis on competition because it is one of the primary motivators for organisations to develop and maintain their competitive edge. In recent times, the importance of working together has been emphasised. Padula and Dagnino (2007) centred their research on the ways in which companies that collaborate with one another can benefit one another on an individual, intra-firm, inter-firm, and network level. The texts continue to place an emphasis on both working together and competing with other businesses. According to Bengtsson and Kock (2000), people frequently have the impression that competitive encounters are hostile and unpleasant. Because competition is a zero-sum game, it follows that if one company in a market achieves greater financial success, it will do so at the expense of the other enterprises operating in that market.

In addition to this, Osarenkhoe (2010) defines competition as "a dynamic situation that arises when multiple rivals in a particular region (market) compete for scarce resources and produce and market very similar goods or services to meet the same customer demand" (p. 348). A company has a competitive advantage when it leverages its fundamental capabilities to develop a preferred marketplace and provides customers with goods and services that are superior to those of the companies that it competes with (Prahalad & Hamel, 1990). Cooperation, on the other hand, can be defined as "a company's confidence in a cooperative relationship with alliance partners to achieve its strategic objectives" (Baker et al., 1999, p. 345). Additionally, it enables individuals to continue depending on interdependent relationships with other businesses in order to achieve their objectives through the formation of strategic alliances. In order for these integrated strategic business partnerships to be successful, the goals that they work towards need to be beneficial for both parties.

But there are restrictions placed on either of these streams. The competitive strategy does not take into consideration the positive trust that can emerge between individuals when they work together. The cooperative technique, on the other hand (Padula & Dagnino, 2007), does not take into account the potentially detrimental impacts of cooperative group dependency. Collaboration, according to proponents of the competition theory, is nothing more than a side effect of an imperfect market and cannot lead to greater performance. On the other hand,

the cooperation stream "underestimates competitive dynamics and sees them as negative influences because of risks like knowledge spillovers and learning races" (Kale et al., 2000, p. 219). This is because the cooperation stream "underestimates the extent to which knowledge spillovers and learning races will occur" (Kale et al., 2000, p. 223). Due to the fact that each perspective is only accurate for a small portion of the whole issue, both are necessary for the success of modern businesses. The concept of "coopetition," which is still in its formative stages, developed as a result of this phenomenon.

2.1 COOPETITION

During the 1980s, Raymond Noorda introduced the term "coopetition" to denote a certain form of economic cooperation. The term "coopetition" refers to the concept of cooperative competition. Numerous scholarly articles have been published in the last three decades, exploring the concept of coopetition from various vantage points. These perspectives include dyadic coopetition (Bengtsson & Kock, 2000), multidimensional coopetition (Bengtsson & Kock, 2000), intra-firm coopetition (Tsai, 2002), and industry-level coopetition (Bengtsson & Kock, 2000). Put simply, the articulation of this idea is undertaken for motives that are both clear-cut and uncomplicated. Tsai (2002) posits that the achievement of success in enterprises necessitates the presence of two key elements: robust rivalry and efficient collaboration among team members. Collaboration has the potential to streamline organisational operations by allowing them to focus on their core competencies and mitigate any financial limitations. Competition and incentives are two influential aspects that lead to the cultivation of novel capabilities within organisations. Enterprises are driven to enhance their economic advantages and acquire novel competencies in response to competition, hence creating a need for them to produce innovative ideas in order to maintain their competitive edge. Numerous research and empirical evidence have demonstrated the imperative for firms to have a balanced position between the two extremes (Jorde & Teece, 1989).

The notion of cooperative competition is a comprehensive idea that encompasses various diverse phenomena. In this study, we analyse many levels of analysis, namely the person level, the inter-firm level, the intra-firm level, and the network level. Baruch and Lin (2012) believe that the amalgamation of healthy rivalry and cooperative endeavour within a team has yielded a rise in the quantity of novel ideas and innovations. Collaborative productivity

enhancement occurs when team members are both encouraged and obligated to enhance their individual productivity within the context of collective work. In their study, Ritala et al. (2009) coined the term "coopetition" to describe the challenges faced by organisations in acquiring parental resources, securing business support, delegating authority, fostering market development, and facilitating international expansion. According to Luo (2005, p.73), The term "coopetition" is derived from the combination of the words "cooperative" and "competition." The overwhelming majority of the research pertains to two distinct currents observed within organisations. The initial type of business partnership entails the collaboration between companies that are currently engaged in direct competition within the same industry and at the same stage of the value chain. In the subsequent research conducted (Daidj & Jung, 2011), the focus was on examining the collaborative dynamics among indirect competitors operating inside a shared supply chain. Peng and Bourne (2009) assert that a significant portion of network research is primarily concerned with examining the dynamics of competition, either within networks or between networks. This particular form of competition is commonly known as "coopetition." Dorn et al. (2016) argue that a lack of consensus exists on the concept of coopetition, despite the presence of similarities across many levels of analysis.

The existence of several definitions, theories, defining qualities, and discoveries accounts for this phenomenon. As a result of this circumstance, it is imperative that we possess a heightened level of understanding regarding the concept of "coopetition" and adopt a more focused strategic approach.Iinter-firm coopetition arises when enterprises that would typically engage in direct competition choose to engage in collaborative endeavours. This phenomenon arises due to the initial focus of competing firms on generating value and expanding the overall company pie, prior to engaging in intense competition for the created value. In order to effectively engage in global competition, it is imperative for multiple enterprises within the same industry to engage in collaborative efforts. The realm of business has consistently exhibited two distinct tiers of competition: extensive and intense. Luo (2005), and Padula and Dagnino (2007) claim that the most fundamental manifestation of cooperation occurs when two businesses engaged in direct competition engage in collaborative endeavours. Bengtsson and Kock (2014) argue that it is crucial to differentiate the concept of "coopetition" from other types of business contacts, such as joint ventures and strategic alliances, in order to accurately identify and establish its unique characteristics.

Cooperation tends to yield favourable outcomes when the participating entities do not engage in direct competition.

An illustrative instance can be observed in the computer sector, where software and hardware makers engage in collaborative endeavours. The limited availability of software options poses a substantial challenge inside the market. These potential factors could contribute to an increase in the value of hardware components. Within the realm of education, the act of collaborating in such a manner is commonly denoted as a "strategic alliance." Moreover, if we consider coopetition as the amalgamation of the principles of collaboration and competition, it may be applied to any partnership where two individuals work together on a shared project. The presence of competitive components is inherent in collaborative agreements, as they encompass activities such as rate negotiation and the development of novel services. Dorn et al. (2016) argue that the expansive interpretation of the term "coopetition" can potentially give rise to misunderstanding, hinder consensus-building efforts, and lead to divergent approaches in its usage. Further explication is necessary to fully understand the concept of "coopetition."

Hence, it is imperative to choose a meaning that possesses a narrower scope of applicability. The phenomenon of "cooptition" pertains to a scenario wherein two firms engage in collaborative endeavours, such as research and development or purchasing, while concurrently engaging in competitive activities, such as selling, with each other. Cooperative and competitive enterprises engage in collaborative efforts for certain economic tasks while simultaneously engaging in competition within distinct segments of the value chain. This concept is based on the fundamental notion of a value chain. This term also exemplifies the coexistence of collaboration and antagonism simultaneously. Chen (2008) posits that the coexistence of competition and teamwork is hindered when each entity operates independently, with only one being active at any one moment. The concept of coopetition among enterprises can also encompass the dynamic connection between two businesses that operate in the same industry and directly compete with each other. As per the proposed notion, inter-firm coopetition can be characterised as a scenario when rival firms collaborate on certain tasks, such as procurement or research and development, while simultaneously competing against each other for dominance in other areas, such as sales and marketing.

2.2 STRATEGIC ALLIANCES

Varadarajan and Jayachandran (1999) claim that strategic alliance participants engage in the mutual exchange of resources and information with the aim of collectively pursuing common objectives and attaining a competitive edge within the market. Das and Teng (2000) claim that strategic partnerships differ from conventional corporate relationships due to the unique combination of collaboration and competition between the partnering entities. Bengtsson and Kock (2000) claim that conflicts may emerge within organisations, even when these entities collaborate towards the attainment of shared objectives but possess divergent individual ambitions.

Certain organisations establish networks of contacts, wherein the arrangement of these networks facilitates the potential for enemies to engage in collaboration and joint opposition. Achrol and Kotler (1999) propose the existence of four discrete types of alliance networks. The categories encompassing many types of markets are as follows: (1) internal markets, (2) vertical markets, (3) intermarket or multi-firm alliances between firms operating in different industries, and (4) opportunity markets, which are characterised by organisations forming alliances for individual projects. Companies have the ability to engage in collaborative efforts with one another, either in a horizontal manner, such as the case of Ford and Mazda collaborating despite being competitors, or in a vertical one, as exemplified by GM collaborating with its parts suppliers. Collaborative endeavours may exhibit either enduring characteristics, exemplified by joint initiatives, or transitory attributes, exemplified by product development teams operating for a predetermined duration.

The establishment of hybrid partnerships represents an additional approach for achieving long-term goals. In the year 1979, the Ford Motor company acquired a 25% ownership interest in Mazda, a corporation based in Hiroshima. In the year 1992, the organisation successfully augmented its market share to a significant proportion of 33%. In January 2005, a collaborative alliance was formed between Ford, Mazda, and the Changan Automotive Group of China. The collaboration led to the establishment of a novel enterprise. The aim of the project was to establish a manufacturing facility in China that would have the capability to build 200,000 automobiles per year, encompassing a diverse range of Ford and Mazda vehicle models.

In the context of a strategic alliance, it is common for the participating members to participate in an initial contestation for control over certain entities, such as a company. Following a certain duration, they consistently endeavour to engage in autonomous competition to secure a share of the market. Standardisation is commonly a cooperative endeavour involving multiple parties, as it helps mitigate technical risks and provides various benefits to customers by ensuring compatibility. One approach to enhancing customer value through industry-wide standards is by expanding and fortifying the network infrastructure, similar to the practises observed in the cellular phone sector. In the realm of market dynamics, companies engage in competition inside the market rather than vying for ownership of the market itself. This competition is structured by set norms and guidelines.

Given the existence of established industry standards, there is a noticeable trend in the market where proprietary systems are being phased out in favour of the integration of mutually compatible components. In the context of sales, several critical factors need consideration, including cost, functionality, and unique product extensions. Conversely, engagement in the standard-setting process is not invariably driven by a willingness to aid individuals in the vicinity of the participant. A company may present itself as engaging in a certain activity, but in reality, it may be pursuing a competitive objective and lacks genuine interest in establishing a satisfactory standard. According to the findings of Smith et al. (1997), membership in a strategic group provides insights into inter-firm competition dynamics. However, it does not offer a comprehensive understanding of how businesses would respond to competitive acts initiated by their rivals.

Strategic alliances offer advantages not only in terms of collaboration but also in terms of competitive positioning. Alliances exhibit a dual characteristic of nonspecialization and competitive co-specialization. The circumstance can potentially lead to two outcomes: non-specialization, characterised by intra-network conflict arising from shared partners among rivals, and competitive co-specialization, characterised by exclusivity and opposing alliances. Alliances possess inherent benefits and limitations, and can be employed in either an offensive or defensive manner. Chesbrough and Teece (1996) argue that the effectiveness of strategic partnerships, such as virtual businesses, collaborations, and joint ventures, is contingent upon certain corporate and environmental circumstances. This holds true irrespective of the nature of the relationship. Bleeke and Ernst (1995) claim that cooperative alliances are more prone to initiation, growth, and sustainability when there is a perceived

alignment between participating entities and the anticipated benefits derived from engaging in the partnership. Similar to a matrimonial agreement, it is imperative for a business alliance to provide provisions for its prospective termination, including the exchange of shares.

Based on the extant body of data, alliances can be classified into two basic categories: scale alliances and link alliances. In the realm of large-scale joint endeavours, such as research and development activities including the exchange of information, each participant contributes comparable resources. An exemplification of this phenomenon can be observed in the collaborative endeavour undertaken in 1971 by Peugeot, Renault, and Volvo PRV to jointly engineer a V6 engine. Furthermore, the pursuit of this purpose yielded improvements to both the products and operational protocols of the enterprises involved in the collaboration. Another notable illustration is the Star Alliance.

Kippenberger (2002) posits that airline alliances are formed by a group of independent airlines with the aim of improving their marketing and customer service efforts, innovating new and superior products and services, and achieving financial efficiencies. Due to potential disparities in skill sets across partners in a sizable partnership, this configuration may exhibit characteristics reminiscent to a Trojan horse. Organisations aiming to swiftly penetrate a market often employ these strategies. Scale alliances refer to collaborative partnerships formed between small and medium-sized enterprises (SMEs), enabling them to enhance their collective capabilities and effectively compete in broader markets. The utilisation of scale alliances enables small and medium-sized firms to enhance their competitiveness inside larger markets.

Conversely, link partnerships consist of collectives of individuals that engage in collaborative efforts to attain a shared objective, with each member contributing distinct attributes or resources. An example of successful collaboration may be observed in the NUMMI partnership, wherein General Motors and Toyota joined forces to manufacture automobiles that were afterwards marketed by Toyota. This cooperative venture proved to be financially advantageous for both companies. Toyota derived advantages from General Motors' exceptional marketing capabilities, while General Motors obtained insights into the quality and efficiency of Toyota's goods via established communication channels. Both companies emerge as winners. Due to the heightened capacity for economies of scale, partnerships of this sort bear a closer resemblance to coalitions rather than alliances.

This phenomenon arises from the observation that businesses that engage in collaborative efforts tend to accrue greater benefits compared to those that operate in isolation. The high-ratio exchanges, characterised by interactions between large and small competitive companies that mutually fulfil each other's wants, represent a common market structure that emerges due to the imperative of achieving efficiency. An instance of such a transaction can be observed in the interaction between large-scale corporations and microenterprises engaged in the production of identical goods. It can be inferred that link coalitions exhibit a greater likelihood of generating distinct effects compared to scale alliances, and possess a higher capacity to adapt to fluctuations in their respective market shares (Dussauge et al., 2004). Moreover, it is most probable that link coalitions possess the capability to generate novel market prospects.

Perry et al. (2004) proposed an interaction effects model that highlights the significance of trust and commitment as essential components to be taken into account. Nevertheless, it remains uncertain whether these specified criteria adequately account for the efficacy of horizontal strategic partnerships in contexts characterised by technological unpredictability. It is in such contexts that these partnerships are most likely to thrive. As stated in the authors' paper (page reference), "Trust and termination penalties can serve as valuable mechanisms for enhancing alliance performance and fostering commitment among participants."

It is evident that external factors, such as the environment, might potentially impact an individual's level of commitment. The potential for the globalisation of Russia's oil industry, which ranks second in exports and third in oil production globally, underscores the need of trust and commitment in the realm of commercial partnerships. The enduring influence of the planned economy acquired by Russia from the Soviet Union almost seventy years ago continues to impact the nation's oil industry. The organisational environment in this company is characterised by an atmosphere of distrust, blame, and corruption, accompanied with a hierarchical mindset and a conventional approach of perceiving success as a zero-sum game. Establishing confidence and fostering commitment among individuals in this particular context presents a formidable task. Despite the significant influence exerted by the Russian oil industry on Western oil corporations, enabling asset swaps and international joint ventures, the sector faces challenges in fostering mutually beneficial growth due to the prevailing cultural context within which it operates. Asset swaps and overseas joint ventures are widely recognised as two primary mechanisms for sector expansion in the industry.

According to the research conducted by Dussauge et al. (2004), the strategic use of competitive alliances can serve as a viable approach to impede or, at the very least, postpone the finalisation of mergers and acquisitions inside organisations facing external demands to enhance centralization and consolidation. In the transportation industry, there is often a convergence between the cargo and passenger sectors, leading to potential benefits in collaboration across these sectors, even in the absence of organisational consolidation. Based on scholarly investigations, partnerships within the air cargo sector have been found to yield financial advantages for passenger services. These benefits encompass various aspects, including codesharing, shared luggage handling, shared utilisation of lounges, gates, and check-in desks, as well as the exchange of flight attendants. By engaging in a collaborative effort to transport goods, the two enterprises are able to offer a commitment to provide transport services to a larger number of individuals at a reduced cost per person. By enhancing the marginal profit and total surplus of each partner, reducing passenger fares, and increasing competition in passenger markets, the need for consolidation can be reduced.

The presence of these competing coalitions gives rise to a phenomenon known as rivalry, which is sometimes characterised as a "double-edged sword" (Bouncken & Kraus, 2013, p. 2061). This is because rivalry entails both possible advantages and risks. The associations between cooperative relationships and performance outcomes, encompassing both positive and negative effects. Conversely, the statistical significance of the association between collaborative efforts and achieving success was shown to be lacking. Ritala (2012) asserts that a wide range of industries, including food and healthcare, aircraft and autos, and computers and telecommunications, have conducted research studies that offer valuable insights. This statement holds true for organisations of diverse kind and varying scale. The presence of discrepancies within the study highlights the existence of numerous unresolved inquiries pertaining to the factors contributing to the deterioration of the relationship between collaboration and performance.

This research primarily focuses on the collaborative practises and collective objectives of nonprofit coalitions. A considerable body of research has been dedicated to examining the behaviour of firms within the context of competition. Nevertheless, the predominant emphasis has been directed towards the organisational level, denoting the internal structuring of organisations to effectively tackle sustainability-related issues. Both scholars and professionals in the nonprofit sector have endeavoured to establish a connection between the

internal functioning of nonprofit coalitions and their overall efficacy. A range of strategies has been implemented, including the sustainable firm strategy (Vitols & Kluge, 2011), corporate social responsibility and sustainable entrepreneurship (Cohen & Winn, 2007).

Finding a sustainable solution that can endure over an extended period of time poses challenges due to the systemic nature of sustainability issues. This phenomenon arises from the inherent capacity of practically every strategy or response to yield detrimental outcomes. The interconnectedness and frequent conflicts among economic, social, and environmental constraints provide challenges in finding universally acceptable solutions and pathways towards sustainability. The examination of the magnitude of environmental issues is an additional aspect that warrants attention. It is unlikely that a solitary actor, such as an individual corporation or nation, would be able to effectively address complex global challenges such as climate change, biodiversity loss, and air pollution (Jarzabkowski et al., 2019). The aforementioned concerns exhibit interdependence and necessitate a collective endeavour for resolution.

Sustainable growth refers to the ability to fulfil current needs while safeguarding the capacity of future generations to fulfil those same needs. Long-term objectives, such as the pursuit of sustainability, encompass the integration of economic, social, and environmental values in order to achieve a state of harmonious coexistence. This purpose can be achieved through a range of methods. Several methods and tactics encompass elements such as effective governance, novel concepts, and environmentally conscious practises in production and consumption. The effective utilisation of natural and social resources by businesses for the production and marketing of goods and services holds significant relevance in the context of sustainable development. The prevailing challenges observed in contemporary society are predominantly attributed to unethical business practises that exert detrimental effects on the environment.

This category encompasses various environmental issues, such as deforestation, ozone depletion, sewage contamination, air pollution, and land degradation. In addition to facilitating the provision of necessary goods and services to individuals, businesses also assume a substantial responsibility in resolving diverse societal and environmental concerns. The manufacture and commercialization of environmentally friendly goods can yield financial benefits for enterprises in addition to their positive impact on the environment.

Dyllick and Hockerts (2002) argue that businesses possess the capacity to generate positive effects on the economy, society, and the environment through their engagement in business sustainability initiatives and the creation of products, services, and concepts that optimise the utilisation of the Earth's limited natural resources. Instances of technology that exhibit both ethical and environmentally beneficial attributes encompass electric vehicles, online rental platforms, sustainable energy alternatives, and fair-trade commodities. Hence, it is vital to possess a comprehensive comprehension of the methods by which enterprises might augment their sustainability objectives while concurrently minimising their ecological footprint.

Due to the substantial and complex nature of sustainability challenges, a wide range of individuals, organisations, and governments must engage in collaborative efforts to address them. In recent times, scholars have directed their efforts towards the advancement of sustainability by emphasising the cooperation between supply chains, producers, customers, businesses, universities, company-government interactions. In the majority of instances, these exchanges occur during periods of cooperation between the actors. Pedersen et al. (2021) assert that a substantial body of research exists pertaining to cross-sectoral collaboration for sustainability, which entails the cooperation of firms functioning in distinct sectors.

This study primarily focuses on collaborations with businesses operating in unrelated industries, while it also acknowledges the importance of relationships with other firms within the same industry. The insufficient attention has been devoted to the notion of cross-company collaboration for environmental sustainability. Studies undertaken in academic environments with a focus on sustainability, aiming to explore potential collaborations among firms within the same sector, sometimes produce inconclusive results, hence exacerbating the issue at hand. Research findings have indicated that the practise of collaborating across diverse industries yields advantages in several domains, such as sustainable procurement (Meehan & Bryde, 2015), eco-friendly packaging, and sustainable transportation and distribution (Limoubpratum et al., 2015). Hence, further investigation is warranted to ascertain the potential for collaboration among enterprises engaged in direct competition, with the aim of fostering environmental benefits.

2.3 INTER-ORGANIZATION COOPETITION

According to Bengtsson and Kock (2000), According to Bengtsson and Kock (year), The establishment of inter-organizational links occurs when organisations engage in collaborative efforts to mutually benefit from the partnership. Furthermore, the operational dynamics of these economic partnerships undergo changes throughout time. The level of success and expansion experienced by an organisation is closely linked to the calibre of its internal dialogue.

The definition of "inter-organizational relations" as provided by Anderson and Narus (1991, p. 96) encompasses the network of social, economic, and technical connections between two distinct business entities. The concept under consideration is of a comprehensive nature, suggesting the establishment of connections between two organisations based on their respective structures and leadership. The objective is to enhance operational efficiency and innovation, as well as facilitate the development of new products, by leveraging the collective skills and resources of both entities. Eikebrokk and Olsen (2005) propose that rivalry can yield advantages such as risk mitigation and a perceptual shift in individuals' understanding of their surroundings. Within the framework of relational trade, the presence of inter-organizational linkages can be interpreted as an indication that a business relationship encompasses more than mere transactional activities.

The phenomenon under consideration entails the establishment of a linkage between two distinct entities that are typically segregated, hence harbouring the possibility of fostering future cooperation between the aforementioned parties. The value of this agreement stems from the mutual consent of both parties to sustain their ongoing interactions. This implies that it possesses the capacity to provide a perpetual flow of novel avenues for advancement. It is crucial to acknowledge that the extent of interaction between organisations connected by an interorganizational link significantly influences the nature of their relationship, alongside the level of dependency.

Individuals engaged in interorganizational connections establish a mutual agreement to concurrently engage in cooperative and competitive behaviours. The trade can be defined as a voluntary exchange between two organisations, which has tangible or anticipated impacts on the attainment of their own goals and objectives. This notion pertains to the relationships between organisations. Furthermore, in the context of reciprocity, it is imperative that a

prerequisite condition exists, enabling individuals to autonomously engage and partake in a transaction or connection, thereby facilitating reciprocity. Hence, the key focal point lies in the costs associated with establishing relationships and managing the business within. In contrast, the concept of transaction exchange centres on the interconnectedness of power and responsibility among a network of companies, with the aim of achieving equilibrium and providing guidance on effective environmental management for enterprises. The establishment and development of business relationships originating from an initial interaction between two individuals are heavily dependent on sustained commercial activities in the form of continuous transactions. Hence, one may conceptualise this phenomenon as a sequential progression commencing with an initial connection and culminating in the establishment of a mutually interdependent relationship between two entities.

Given the central theme of this thesis, which pertains to a network comprising nonprofit organisations that engage in collaborative efforts for revenue generation and strategic objectives, while simultaneously competing for market share and customer bases (communities) (Poulymenakou & Klein, 2006), it is imperative to possess a comprehensive understanding of both the theoretical foundations of this research and the dynamics of network evolution, as well as the expectations placed upon organisational leaders. This comprehension will facilitate a more profound understanding of the ramifications of this argument. Trust, commitment, and identity are the three fundamental constituents that constitute a connection inside a competitive network. These statements elucidate the manner in which an organisation can effectively synchronise and integrate its many responsibilities and capabilities to optimise the benefits derived from each. In order to fully harness the potential of the network, managers must cultivate a collective set of values grounded in their shared interests. As a result of this phenomenon, categorizations are established to differentiate various forms of organisations.

It is imperative to highlight that the analysed nonprofit network is subject to regulations that dictate membership eligibility and establish ongoing performance expectations for its members. Conversely, the individuals within the group establish and maintain the demarcation lines that separate the internal from the external. The study conducted on corporate collaboration highlights the intricate nature of the contact process among enterprises within a network, emphasising the functioning of their interactions. However, it

is crucial as the interconnection across organisations eventually determines the final link at either the individual or network level. Furthermore, as per the definition provided by the dictionary, an interaction can be classified as a specific sort of market contract. However, it is worth noting that professionals in the field of management tend to prioritise interactions to a higher extent.

In order to engage in interactions, players are required to make payments. Nevertheless, in order to access certain advantages, such as the sharing of resources, individuals, and activities, it is important for them to engage in interactions. The aforementioned benefits may outweigh the exertion necessary to establish and sustain partnerships. In the context of a dyadic interaction between two businesses, it is possible for one contact to exert influence on another, so establishing a network of connections that can potentially alter the boundaries and operations of the respective companies. The categorization of commercial contacts can be delineated into three distinct types: implicit, explicit, and asymmetric. The classification of these interactions is contingent upon the degree of familiarity that each company possesses regarding its diverse competitors. Implicit interactions occur when a corporation lacks awareness of the impact of interactions on its processes or deliberately chooses to disregard the matter. Conversely, explicit interactions manifest a heightened awareness among all participants regarding their behaviours and the subsequent impact it may have on them. Furthermore, they provide evidence suggesting the presence or absence of hostility in the trade interactions between the aforementioned groups. Interactions between two groups exhibit heightened intrigue when one group possesses superior information, exercises greater control over the discourse, or enjoys enhanced financial prospects compared to the other group.

The regular calendar of activities for a group may be determined by the objectives of its intergroup contacts. Prior to engaging in a partnership, it is imperative for a business to thoroughly evaluate the prospective advantages and corresponding expenses. In this particular context, the decision undertaken by a corporation might potentially be influenced by two significant factors: the temporal duration that has transpired and the spatial extent that is presently available. Space develops a connection to the environment through its resources and behaviours. The manner in which individuals engage with one another is also subject to temporal influences, thereby establishing a connection between their past, present,

and future experiences. The outcomes of events are significantly influenced by factors such as timing and location.

At the initial stage of analysis, a degree of misalignment arises as a result of individuals holding divergent ideas regarding historical events and future expectations. This exemplifies the inherent difficulties associated with engaging in interactions at such a level, especially when individuals hold steadfast viewpoints. When assessing interpersonal connections, it is crucial to consider that the degree of intensity may fluctuate throughout the duration of the relationship and can be impacted by external circumstances. Due to this phenomenon, it is plausible that both low- and high-intensity incidents may remain unreported within a dyadic relationship, despite their potential impact on later interactions. The operationalization of the interaction between charitable organisations in this study refers to the ongoing process of mutually adapting routines to gain advantages over time and establish a state of connection. It is imperative to emphasise that the authors of this study conducted the aforementioned action. Relationships are characterised by their dynamic nature, since they undergo a process of development and transformation throughout their duration. Hence, when two corporate entities convene in an informal setting, it often marks the initiation of a collaborative endeavour that is likely to endure for a substantial duration.

2.4 AN EMERGING RESEARCH STREAM

Historically, investigations pertaining to the collaborative practises and competitive dynamics within businesses were carried out in isolation from one another. The scholarly investigation of competitiveness has typically centred on the inquiry of how enterprises may distinguish themselves from their rivals by various means, such as cost reduction, innovation in product development, and the provision of unique competencies that are not replicated by any other enterprise (Porter, 1991). The second theoretical framework examines the potential collaboration of rival firms as a means to avoid the restriction of diverse avenues for invention and the diminishment of incentives for innovation. Organisations that exhibit hostility towards other organisations, demonstrate a strong inclination to engage in competitive encounters, and ultimately emerge victorious over rival companies tend to achieve success.

In contrast, the cooperative stream prioritises the cultivation of interdependent relationships to facilitate the formation of collaborative advantages. This practise is implemented with the objective of facilitating the realisation of advantages associated with phenomena such as the augmentation of social capital, knowledge acquisition, and creativity within both individuals and groups. Moreover, in the presence of disruptive competition, the elements of confidence, trade, and commitment, which serve as the fundamental pillars of these partnerships, are regarded as a potential threat to the interests of all parties involved. The underlying principles of these partnerships are rooted on trust, economic exchange, and a shared dedication to mutually beneficial results. However, research that focuses exclusively on either collaboration or competitiveness fails to provide a comprehensive analysis of the issue. The year 2007. It is imperative to bear in mind that contemporary organisations adopt a strategic approach referred to as coopetitive tactics, which encompass a fusion of cooperative and competitive methodologies. The primary focus of contemporary studies has shifted towards re-conceptualizations. Padula and Dagnino (2007) introduced the notion of "coopetition" as a study domain that integrates the elements of collaboration and competition. This exemplifies the importance of collaborative endeavour and its connection to the not-for-profit industry.

Several companies, like Apple and Google (Raza-Ullah et al., 2014), Oracle and Ericsson (Bengtsson & Johansson, 2014), and Samsung and Sony (Gnyawali & Park 2011), have formed strategic alliances in recent times, allowing them to engage in competitive activities with each other. The official affiliations between philanthropic organisations encompass the San Diego Symphony and Opera, the Aspen Ballet and Santa Fe Festival Ballet, as well as the Philadelphia Orchestra and Philadelphia Pops. Additional instances of such collaborations include the Aspen Ballet and the Santa Fe Festival Ballet. As a result, the discipline of co-opetition has emerged as a distinct area of research, with potential applications across many academic and professional domains.

The examination of cooperation can be categorised into numerous subfields, encompassing network analysis, inter-network analysis, dyadic analysis, and group analysis, among other areas of study. The study's findings indicate that scholars have examined the notion of coopetition from multiple angles, such as the paradox (; Bengtsson et al., 2016), the tension (Fernandez et al., 2014), the ecosystem (Daidj and Jung, 2011), the business model (Ritala et al., 2014), and the value net. There exist various other approaches to defining

"coopetition"; nonetheless, they all fundamentally revolve around the core principles of "competition" and "cooperation." Based on the research conducted by Bengtsson and Raza-Ullah (2017) in their work titled "The Actor School of Thought and the Activity School of Thought in Cooperative Competition," it has been identified that there exist two predominant schools of thought about the concept of cooperative competition. These educational institutions are commonly known as the "actor school" and the "activity school."

According to proponents of the "activity school of thought" (Bengtsson et al., 2010), the occurrence of rivalry and collaboration is not restricted solely to interpersonal dynamics, but can also manifest within the context of activities. Typically, enterprises have engaged in competition within domains that directly impact consumers, such as sales and marketing. In recent years, there has been an increasing trend among firms to engage in collaborative efforts for various back-office functions, including research and development of products, as well as logistics (Bengtsson & Kock, 2000). The actor school adopts a comprehensive perspective on the notion of coopetition, which pertains to the collaborative engagement between two companies operating in direct competition with one other. In contrast, the activity school offers a more constrained viewpoint (Gnyawali & Park, 2011).

The inclusion of a citation is necessary to support the validity and reliability of the information presented. When analysing the relationships between firms that share certain similarities, the activity school method is the suitable methodology to adopt. This arrangement precludes the occurrence of a scenario when a corporation engages in competitive activities with one entity while concurrently collaborating with another. The utilisation of the tension lens (Fernandez et al., 2014) and the paradox lens (Stadtler & Van Wassenhove, 2016) is a common practise in academic research within the field of education. These lenses are employed to examine the interplay between competitive and cooperative dynamics among organisations, which are often perceived as conflicting concepts. The purpose of such investigation is to uncover the underlying connections and interdependencies that exist between these seemingly opposing.

Adherents of the actor school of thought" argue that the capacity for collaboration or competition among customers, firms, governments, and other stakeholders within a value chain is not uniform. The parties collaborate with the objective of enhancing the network's reach prior to engaging in a fiercely competitive environment to secure a greater share of it.

It is vital to consider that game theory is commonly employed to forecast the results of situations by examining the interplay between actors, their behaviours, and the effects of cooperation and competition.

In recent years, scholars have performed research on the topics of multiparty alliances, portfolios of alliances, and ecosystems (Ritala, 2012). The primary focus of this study is centred on the perspective of the performer. Nalebuff & Brandenburger (1996) believe that corporations engage in collaborative endeavours with specific stakeholders, such as suppliers, while simultaneously engaging in competitive interactions with other stakeholders. This action is undertaken with the purpose of mitigating excessive market disruption or diminishing the market's appeal for a specific provider. The decision-making process for enterprises involves a choice between engaging in cooperative activities with other companies or engaging in competitive activities with other members within the network. This dynamic creates a situation that can be described as "coopetitive" rather than just cooperative or competitive in nature (Bengtsson et al., 2010). Coopetitive settings and coopetitive interactions are distinct from one another.

2.5 COOPETITION DRIVERS

The existing body of literature pertaining to coopetition encompasses a diverse range of topics, including the intricate interplay of forces that can either foster or hinder the effectiveness of coopetition agreements among firms. Coopetition, as a phenomenon, can be classified into three fundamental categories: internal, external, and societal. It is important to note that these categories are not mutually exclusive, as they often intersect and influence one another. The capacity of the internal environment within an organisation to cultivate and sustain coopetitive alliances, and its inclination and receptiveness towards such alliances, are the key factors that propel coopetition from an internal perspective.

The presence of an interior environment not only enhances the likelihood of beneficial interactions among individuals, but also serves as an additional incentive for fostering cooperation among them. Gnyawali and Park (2009) argue that companies take into account both prospective future strategies and flexible approaches to competition. For example, enterprises proactively pursue possible business prospects, carefully choose trustworthy business rivals as collaborators, and promptly capitalise on such chances when they emerge. Moreover, the notion of vulnerability and exposure to risk serves as a driving force for

organisations to engage in competition with one another. Gnyawali and Park (2011) posit that the emergence of cooperative competition is propelled by several key factors, namely robust reputations, attractiveness, knowledge, and a cooperative attitude that is oriented towards coopetition.

External factors such as the sector's structure, the demand for specific technologies, and the power and influence of stakeholders can significantly influence inter-firm collaboration and shape organisational objectives. Cooperative and competitive interactions are more prevalent in markets characterised by concentration, scarcity of resources, and a high degree of unity facilitated by favourable regulatory frameworks. Furthermore, firms are obligated to engage in collaboration with their competitors as a result of the inherent characteristics of the industry, the volatile nature of the economy, and the rapid pace of expansion. Within the context of coopetition, there is ongoing research into the exploration of projects that incorporate fuzzy structures and convergence, such as media, televisions, and video gaming consoles (Daidj & Jung, 2011).

The advancement of novel technologies constitutes the secondary element within the realm of the environment. Certain advancements entail significant expenses, necessitate extensive time commitments, and always include a certain level of risk. Numerous studies have been conducted to examine the potential synergistic outcomes arising from the practise of cost and risk sharing, the constraints associated with a truncated product life cycle, and the complexities involved in pursuing technical advancements and embracing risk within the framework of interdependent skill sets and capacities. Gnyawali and Park (2011) provide an illustration of how a competitive partnership can effectively address the obstacles associated with significant capital investments, advanced technology, and evolving technological standards. They highlight the joint venture between bitter rivals Sony and Samsung as a case in point.

Thirdly, a significant stakeholder or an external entity, such as the government or a prominent client, may apply pressure on an organisation to engage in collaborative efforts with other organisations. Regional leaders in Italy were able to effectively persuade three opera houses that were in competition with each other to join an Italian association of opera houses (Mariani, 2007). Cooperative competition may be a viable option if the government implements regulatory measures, initiates reforms, introduces incentive programmes, and

provides subsidy schemes. Customers that possess a considerable degree of influence can exert efforts to encourage corporations to engage in cooperative competition. As an example, Volvo Cars leveraged its influence to facilitate a collaboration between two companies involved in the production of car seats and related products (Dubois & Fredriksson, 2008). Consequently, this led to a more efficient and optimised production process. Furthermore, empirical studies have demonstrated that directors who concurrently hold positions on multiple corporate boards had enhanced capabilities to foster interconnectivity among organisations and facilitate collaborative endeavours between them.

The internal drivers of coopetition refer to the features inherent inside a firm that facilitate the establishment and sustainability of coopetitive relationships. The aforementioned factors encompass the degree of openness, friendliness, and strength exhibited by the workplace atmosphere inside the organisation. The limited physical environment fosters enhanced interpersonal relationships and offers distinctive incentives for collaborative efforts among individuals. Gnyawali and Park (2009) assert that organisations strive to explore prospective strategic alternatives and adaptable means of interorganizational collaboration. Companies continuously strive to identify novel strategies for revenue generation, including the exploration of dependable partnerships within competitive environments. Once such prospects are discovered, companies exhibit a vigorous pursuit in their endeavours. Furthermore, firms are driven to actively pursue competitors due to their perception of vulnerability and potential hazard in the absence of such action. Similarly, the phenomenon of cooperative competition is observed to proliferate when firms possess favourable reputations, are in demand, possess extensive experience, and have a competitive mindset.

The external factors that can impact the co-competitive relationship and objectives of companies include the industry's structure, the necessity for certain technology, and the power and influence of stakeholders associated with the firms. Based on the initial criterion pertaining to the attributes of industries within the framework of coopetition, it is observed that a significant proportion of coopetitive associations emerge within sectors characterised by a high level of concentration, limited availability of resources, and a prevailing sense of unity facilitated by regulatory frameworks that promote interconnectivity. Moreover, the accelerated rate of growth, the inherent volatility of the economy, and the organisational framework of firms collectively compel them to engage in collaborative endeavours with their rivals as a means of ensuring their survival. In their scholarly work, Daidj and Jung

(2011) conduct an analysis of many industries, including the media, television, and video game consoles, within the context of their exploration of coopetition. These industries are established based on ambiguous structures and the phenomenon of convergence.

The development of novel technologies constitutes the second element of the environmental context. Certain innovations are accompanied by a substantial cost, pose challenges in terms of comprehension, and necessarily entail an element of risk. The focus of several studies has been on topics such as the short product lifecycle, the dangers and challenges associated with technological progress, and the establishment of co-positive interactions based on sharing high costs and risks (Bouncken & Kraus, 2013). The collaboration between Sony and Samsung serves as an illustrative example of how a competitive partnership can effectively address obstacles such as substantial capital expenditure, cutting-edge technology, and the establishment of technological standards. This alliance exemplifies how a competitive partnership can successfully navigate and surmount these hurdles.

Thirdly, it is imperative for organisations to collaborate due to the impact of a prominent stakeholder or an external entity, such as the government or a renowned clientele. According to Mariani (2007), regional authorities in Italy compelled three opera companies to collaborate with one another, resulting in the establishment of a consortium of opera houses. The government has the ability to employ legislative measures, policy changes, incentivization strategies, and subsidy programmes as means to foster collaboration among individuals. Moreover, on certain occasions, influential clientele may persuade enterprises to engage in conflicts. Volvo Cars, as illustrated by Dubois and Fredriksson (2008), leveraged its industry power to establish agreements with manufacturers specialising in car seats and other critical components. Research has also indicated that executives who concurrently serve on multiple firm boards play a crucial role in facilitating inter-enterprise connections and fostering collaboration among them.

The salient components of relation-specific drives encompass the characteristics of the partner as well as the network of interpersonal relationships. Based on the findings of the study, it can be argued that the alliance possessing the most capable partners may pose the most significant risk, owing to its possession of requisite expertise and ample resources. According to Luo et al. (2008), there is a higher likelihood of collaborative competition among partners who own distinct and complementary resources. Partners may engage in co-

optation as a strategic approach to enhance their influence on external stakeholders through collaborative efforts. Furthermore, it is more probable for airline partnerships to form strategic alliances when they have a common adversary. During the 1980s, General Motors, Ford, and Volkswagen formed a collaborative alliance in order to gain a competitive advantage over a shared rival.

The second characteristic pertains to the interconnectivity and collaborative functioning of businessesThe aforementioned structural attributes serve as the foundation for inter-organizational collaboration and competition inside enterprises. Ritala and Huizingh (2014) stated that network structural features are indicative of a firm's relative density, links, and placement within the network. Moreover, scholarly research has indicated that the competitive dynamics inside a network are influenced by various factors, including its centrality, equivalence, density, and structural autonomy (Gnyawali & Madhavan, 2001).

Further research has demonstrated that there exists a positive correlation between the frequency of interactions among adversaries and network attributes such as a company's centrality and structural autonomy. The relationship between competitive positioning, connectivity, and close customer engagements in the dairy, brewery, and lining industries. The study demonstrates how these factors contribute to the establishment of corporate collaboration. Several studies have also indicated that social factors play a significant role in network settings. Tortoriello et al. (2011) suggest that the presence of interpersonal trust and reciprocal knowledge exchange significantly influence the propensity of rivals to engage in collaborative efforts.

The establishment of commercial connections results in the formation of a network-like structure. According to Bengtsson and Kock (2000) as well as Peng and Bourne (2009), networks play a crucial role in facilitating the establishment of interdependencies across businesses, enabling them to effectively manage processes, anticipate potential outcomes, and gain insights into the behaviour of networks. The network connections encompass a combination of competitive and cooperative links, which cater to both individual and collective objectives. Various concepts can be employed to elucidate the intricacies of networks across diverse contexts. The examination of nodes and the connections between them is a crucial approach for understanding the structure and functioning of a network. The term "node" pertains to significant components within a network, encompassing individuals,

collectives, and entities. The identification of nodes can be accomplished by examining their shared characteristics. There exist two distinct types of linkages that may occur between these nodes: direct connections, when two organisations engage in direct collaboration, and secondary connections, wherein one organisation assumes a leadership role among other organisations.

Conversely, the distinctive interconnection between the two entities has the potential to give rise to an imbalanced and asymmetrical dynamic, resulting in a situation where one group becomes increasingly reliant on the other. If mutual consent is obtained from both organisations, the aforementioned illustration of direct interactions, wherein two organisations engage in communication, may be reinstated. In the majority of instances, network connections serve as indicators of a relationship between two individuals. However, the significance of these connections holds great importance in terms of their influence on groups and one's position within a network. The establishment of strong and enduring relationships, characterised by persistent and regular communication, as well as significant emotional engagement, enables nonprofit organisation to foster collaboration and enhance their interconnectedness. The presence of weaker linkages among organisations can be attributed to various factors, including isolated transactions, transient or indirect associations, and informal affiliations. The initial stage in establishing a network involves the gathering of various groups for the purpose of mutual introduction. The primary impetus behind the interconnection of most nonprofit organisations is the pursuit of mutual collaboration and engagement.

Moreover, the preceding sections provide evident support for the notion that interactions across organisations, whether between enterprises or inside a network, necessitate interconnections or linkages. These interactions cannot be established and developed independently. It is advisable for this research to provide a foundation for the interaction between nonprofit organisations by fostering a mutual understanding of and shared anticipations regarding social activism. The project aims to engage with the Free and Fair Election Network (FAFEN), a consortium of nonprofit groups, based on their knowledge and objectives (Gulshan & Liaqat, 2022). The process of coopetition is influenced by various factors, including the kind of agreement, the extent of interaction, and the number of participating companies.

Several theoretical frameworks have been employed to elucidate the organisational structure of literature pertaining to competitive interactions in networks. These frameworks include the resource-based view (RBV), the knowledge-based view (KBV), game theory, and transaction-cost economics. These theoretical perspectives examine the process of network formation from several vantage points. However, Provan and Kenis (2008) argue that network dynamics have been overlooked in favour of examining causes and consequences, governance, and structural difficulties. Understanding the collaborative nature of group dynamics in constructing a network and the potential advantages or disadvantages associated with affiliating with a certain network is of paramount significance.

Ritter and Gemunden (2003) provide a comprehensive analysis of the conceptual underpinnings that elucidate why, as previously said, none of the prominent theoretical perspectives on network development possess complete efficacy in describing and explaining the network. The examination and analysis of business interconnections within a network can yield varying outcomes depending on the employment of qualitative and quantitative methodologies. These distinct approaches offer insights into the network's configuration, distinguishing between vertical and horizontal structures. Despite the prevalence of the second approach, researchers frequently exhibit a tendency to favour one way while disregarding its associated benefits and advantages (Ghisi & Martinelli, 2006). Due to the aforementioned disparities, it is imperative to place greater emphasis on the examination of networks, particularly in relation to interorganizational connections.

It is intriguing to see a network as an organisational structure constructed upon a complex interplay of social and economic connections. Diverse perspectives exist regarding the network due to its perception as a distinctive form of collective entity. The network's structural configuration is distinguished by its reliance on the agreements and resolutions formed by member groups, the legal framework of the host country, and other pertinent considerations of these organisations. The existing body of literature demonstrates the presence of numerous distinct interpretations, each possessing its own significance that varies depending on the specific context and nature of the network.

Furthermore, it is argued that the generalizability of the results may be challenging due to the variations in study objectives, contextual factors, and network structures. In contrast to a nonprofit profit network in Germany, the network of nonprofit organisations in Pakistan

comprises more than 700 organisations representing diverse cultural backgrounds and languages, all engaged in various development initiatives. However, it is important to note that this network will operate differently with regards to the political landscape, a specific set of prerequisites, and a membership agreement. While there may be certain similarities in the concepts discussed in literature on networks, it is important to avoid making broad generalisations.

The primary objective of this study is to examine the impact of collaborative partnerships on the financial performance and operational effectiveness of nonprofit organisations operating within a network of non-governmental organisations (NGOs). This network functions collectively to generate funds, while simultaneously engaging in competition across various domains to deliver community development services. This study will refrain from attempting to establish or redefine the concept of inter-organizational networks. In addition, this study will employ and enhance existing research on competitive networks within the realm of charitable organisations. Moreover, the nonprofit entities within the cooperative network are interconnected with one another and establish multilateral connections, so facilitating the achievement of common objectives and fostering collaborative efforts.

The safeguarding of individual autonomy is facilitated through collaborative relationships among nonprofit organisations, which collectively strive to establish interconnected networks. Nonprofit organisations exhibit commonalities, including the exchange of information, acquisition of financial assistance, sharing of resources, dissemination of industrial expertise, and mutual support. This study shifts its attention from examining the structure and functioning of the network to analysing the significance of its links, as determined by the responses of individual businesses. The network utilised in this study has been referred to as the "web of relationships" due to its ability to facilitate connections across individuals, teams, and groups by enabling the sharing of relationships. Organisational partnerships are established by the identification and selection of compatible partners by an organisation. Hence, it is imperative to consider the network's level of connectivity.

2.6 INNOVATIVE CLIMATE

Research findings indicate that the quality of trustworthiness has a significant role in fostering collaboration and retaining dependable employees, both of which are crucial factors in facilitating the generation of innovative ideas (McNae & Cowie, 2017). Moreover, the attribute of trustworthiness plays a crucial role in fostering loyalty among dependable employees towards the firm. The aforementioned attributes exert an impact on the ethicality and virtuousness of managerial practises, as well as the leadership aptitudes. Based on the findings of Cho and Ringquist (2011), there exists a correlation between employees' assessments of an organization's level of success and their trust in the reliability of its leadership. This assertion holds particular validity for those in the workforce who are currently facing periods of uncertainty due to structural shifts. Individuals' trust in management is influenced by change methodologies, particularly organisational change, which has been found to have the most adverse impact (Morgan & Zeffane, 2003).

The presence of passion within a professional setting serves as a catalyst for the development of new ideas and solutions, resulting in advantages not only for the individuals who champion these innovations but also for the collectives that contribute to their widespread adoption. There exists a belief among certain individuals that the task of generating enthusiasm among others is challenging due to insufficient levels of commitment, interest, trust, outcomes, and support. Contrary to this viewpoint, there are some who hold the belief that this assertion is unfounded. When examining the historical trajectory of Research and Development (R&D) in British enterprises during the period from 1942 to 1950, it becomes evident that a notable level of enthusiasm permeated the landscape. During the aforementioned temporal span, concerted efforts were made by the government, business leaders, and corporate representatives to collaboratively augment the number of scientists, engineers, laboratory facilities, and resources within the United Kingdom. Researchers have found a parallel phenomenon to the societal bubble of overenthusiasm witnessed during the Apollo programme, wherein great public and political expectations of performance played a significant role. Gisler and Sornette (2009) argue that this phenomenon led to the widespread adoption of technical and social initiatives, hence facilitating the exploration of innovation niches.

Whittinghill et al. (2015) establishes a correlation between managerial trust in employees and their motivation to engage in work, as well as their capacity to evoke positive emotions such as joy, excitement, and optimism in others. The level of trust that Coalition management places in its personnel, which is considered a vital foundational element of the organisation, influences the extent to which the workforce enjoys autonomy. Modifications that may be implemented in the organic organisational culture, which would be readily apparent to external observers, would mostly involve enhancements aimed at optimising the outcomes associated with this characteristic.

A positive association exists between being employed in a setting that fosters creativity and possessing the freedom to independently determine the execution of one's duties. Organisations that demonstrate proficiency in generating new concepts had work conditions that foster creativity among their employees. When larger firms engage in the acquisition of smaller entities or establish partnerships with non-profit organisations of varying sizes to use their experience, technologies, and ideas, it is incumbent upon them to uphold the autonomy of the acquired smaller corporations. It is crucial for the acquiring charity organisation to recognise the value of its own structure and avoid engaging in structural mergers in order to preserve its autonomy (Puranam et al., 2006). It is crucial to consider this aspect, particularly for nonprofit institutions that lack prior experience in coalition engagement. Theurer et al. (2018) discovered that workers' assessments of their own competencies within the work environment are significantly impacted by various aspects of autonomy. There exists a favourable association between creativity and both workplace autonomy and work engagement. Zahra and Waheed (2017) propose that ethical leadership within the public sector engenders a sense of purpose among individuals and exerts a noteworthy influence on innovative work behaviour. This influence is mediated by the presence of a perceived sense of autonomy inside the workplace. Gisbert-López et al. (2014) believe that the presence of interpersonal conflicts can exert a detrimental influence on outcomes. However, the cultivation of trust and support can serve as catalysts for fostering creative thinking among individuals. Competition may effectively foster innovation only within a self-contained and independent framework.

It can be observed that inbound open innovation initiatives that transcend organisational boundaries tend to involve collaborative endeavours among teams of individuals. However, in contrast to collaborative efforts, individual initiatives require a higher level of autonomy

and present larger challenges in terms of replication. According to Stoker et al. (2001), it is essential for both the research and development teams, as well as the self-management teams, to possess the capacity to operate autonomously. Whittinghill et al. (2015) posit that several factors contribute to individuals' ability to overcome setbacks, including the level of autonomy within their organisations, the flexibility of their employees, the openness of their managers to change, and their own level of independence. Moreover, the existence of liberty inside a coalition enhances the probability that its constituents would generate novel concepts. According to the ranking of influential factors in fostering an innovative work environment, worker autonomy was shown to occupy the third position. Consequently, a rise in the prevalence of individuals exhibiting this characteristic would result in a corresponding increase in the population advocating for innovation.

The impact of office surroundings on various outcomes. The findings suggest that modifying the visual appeal of a setting can potentially enhance levels of attentiveness, social engagement, and cooperative efforts. This exemplifies the fundamental and indispensable nature of spatial planning. Research has shown that deliberate architecture and design have the potential to bring about beneficial societal transformations and inspire individuals. The arrangement of a physical space can potentially impact the manner in which professionals engage in collaborative activities. Research has shown that cooperative practises exhibit higher levels of success when there is a positive station plan and culture.

Furthermore, research has shown that the level of physical proximity among individuals influences the manner in which information is shared between them. The convergence of individuals who were formerly geographically separated leads to increased proximity. The act of engaging in space exploration is characterised by an elevation to a more individualised level, an augmentation of performance, and the acquisition of novel perspectives. The close proximity between entities leads to the acquisition of up-to-date information. Conversely, it is probable that this pertains exclusively to individuals who were previously employed by the organisation. To facilitate the generation of novel insights, it is imperative for coalitions to earnestly contemplate the prospect of assembling a more extensive array of persons and organisations harbouring diverse forms of expertise.

Moreover, the spatial arrangement of a given space has the potential to either facilitate or impede certain cognitive processes such as creativity, teamwork, communication, and

information exchange. The existence of physical space and the possibility of distractions highlights the fundamental importance of spatial layout. Furthermore, the accompanying messages that accompany the space hold great significance in effectively expressing the notion that performance is consistently advancing. The structure of an organisation can exert either a beneficial or detrimental influence on an employee's capacity to focus on arduous or time-consuming tasks.

In a similar vein, organisations that project an image of possessing organic structures, despite their underlying hierarchical arrangements, cultivate environments conducive to creativity. Additionally, the perception of workplace support plays a crucial role in this regard (Whittinghill, 2011). The genesis of highly successful innovations can be attributed to grassroots movements, as opposed to initiatives that are imposed from the top-down. The importance of public organisations with strong hierarchical structures is increasing, as they facilitate the development of flattened organisational structures that allow individuals to engage in open conversations beyond the constraints imposed by conventional administrative processes. This framework offers a context wherein organisations can strategically reposition themselves to meet the demands of their external surroundings.

Currently, there is a prevalent tendency among individuals to employ the terms "organisational climate" and "culture" interchangeably. The concept of organisational climate refers to the interplay between the prescribed behaviours and emotions that individuals are anticipated to exhibit inside the workplace, and the overall structure and dynamics of the organisational setting. The concept of "culture" has long been employed to describe quantitative investigations of many social contexts. The manner in which an organisation accomplishes its tasks can greatly influence its level of inventiveness. Whittinghill (2011) examined the relationship between workplace culture and creative productivity. The researcher made the observation that organisations exhibiting both organic and hierarchical organisational structures possess creative cultures.

Moreover, the perception of innovative climates among individuals is significantly impacted by the presence of accessible resources. The variance in endorsement of a creative environment is associated with collaboration to a significant extent, accounting for 54.5% of the whole variation. Active involvement in collaborative endeavours is a fundamental element in fostering a creative culture. Finally, it has been determined that an individual's

capacity to develop novel ideas is impacted by the surrounding work environment. The influence of organisational criteria and the level of support provided for a creative environment significantly impact the behaviour of individuals with creative inclinations during their professional engagements. According to the findings of Yuan and Woodman (2010), this phenomenon leads to increased levels of achievement within the professional environment. When making a decision about the utilisation of bottom-up tactics in non-profit coalitions, it is crucial to take into account both the genesis of the concept and the organisational framework. This supports the hypothesis that our preexisting beliefs about the potential advantages of specific geographical areas can shape our cognitive processes when considering novel concepts.

There is a potential correlation between the diligent upkeep of personal belongings and the enhancement of one's creative faculties. In order to get a competitive edge within the contemporary economic landscape, it is advisable for businesses to prioritise the resources and competences that are internally accessible to them. Infrastructure management is commonly defined as the practise of effectively maintaining a functional infrastructure while optimising the utilisation of available resources. A noteworthy exemplification of this notion can be observed in the domain of infrastructure asset management, which can be delineated as the practise of formulating decisions pertaining to the preservation, restoration, enhancement, and eventual replacement of a collection of constructed assets throughout their entire lifespan. The text explores a diverse range of aspects that influence the effectiveness of venues and individuals' ability to engage in collaboration and idea exchange. These elements collectively lead to an environment that fosters creative thinking.

The examination of resources has garnered significant scholarly interest in the context of creativity, particularly focusing on "slack" resources, also referred to as surplus resources. The terminologies "resources" in colloquial language often encompass the notions of organisational, human, and physical commodities. Based on the results of several research, it has been shown that the availability of a diverse range of tools contributes positively to the process of creative problem-solving. Meyer and Leitner (2018) examined the impact of human resources and financial resources on innovation within non-profit organisations. Their findings revealed that human resources exert a more significant influence on innovation compared to financial resources. This discovery challenges the prevailing notion that financial resources exert the most significant influence on innovation. Luoma-aho et al.

(2012) proposed a set of six key components that organisations should prioritise in order to cultivate an internal culture conducive to innovation and foster effective connections with stakeholders. These six factors were derived based on the analysis of available resources. Due to this particular emphasis, it is imperative to foster innovation not alone within the organisation itself, but also in the manner in which the company engages with external entities. The assimilation of innovation resources from enterprises confers advantages upon regional innovation networks. Despite the resource constraints faced by larger non-profit organisations in terms of financial and human capital, Organisational culture plays a significant role in facilitating the expansion and attainment of high levels of creative performance inside a company. This phenomenon persists despite the fact that larger non-profit organisations have a far smaller workforce. However, a limited number of research have demonstrated the significance of infrastructure and physical surrounds.

It would be an inadequate characterization to assert that the discourse surrounding creativity and resources is extensive, as the volume of literature on this topic is substantial. Despite the apparent conflicts among some of these investigations, the observed discrepancies often stem from slight modifications. Upon careful examination of the relevant literature, it became apparent that two main issues pertaining to the creative process and the physical environment have surfaced as potential avenues for resolution. Initially, it is evident that the characteristics of the action and the knowledge bases exerted a substantial influence on the diverse outcomes observed in relation to innovation. This phenomenon was observed irrespective of the contextual factors. Both geographical and non-spatial components were incorporated in the second phase of the study, as well as subsequent stages of the examination.

The creativity emerges from a complex interplay of spatial and nonspatial factors. The components encompass organisational, institutional, and cognitive dimensions, in addition to proximity to other individuals in terms of geography and social connections. Moreover, these factors might be conceptualised as cognitive impacts. There are three distinct sorts of knowledge bases: synthetic, analytical, and symbolic. The process of information dissemination can be impacted by various elements, such as organisational, institutional, cognitive, physical, and social proximity. The literature study not only provides a clear examination of the physical environment and collaborative dynamics, but also facilitates the organisation of a significant percentage of the subsequent innovative literature. This is due

to the fact that the literature analysis provides a comprehensive examination of the physical environment and the dynamics of collaborative work.

Despite the vast array of methods available for integrating knowledge bases, it is noteworthy that the development of synthetic knowledge bases is mostly driven by the efforts of technical and engineering experts. They have a preference for being in close proximity to several institutions and have a preference for engaging in interpersonal communication. Consequently, individuals prioritise not only social proximity but also physical proximity to a greater extent. The incorporation of cognitive proximity and the utilisation of codified knowledge are commonly encompassed within analytical knowledge repositories. These categories of knowledge bases place less emphasis on in-person contact. Information sources such as the ones listed below are commonly utilised by researchers, those engaged in growth projects, and scientists.

In specialised domains, it is customary to refer to symbolic repositories of information as a means of acquiring knowledge regarding societal preferences and upcoming trends. The presence of face-to-face interactions, along with a strong sense of institutional and psychological proximity, is crucial for these underpinnings. In numerous academic disciplines, it is customary to employ a diverse range of information sources in order to effectively track changes in preferences and trends. Consequently, individuals depend on both the social and physical proximity of their environment.

Research has indicated that the presence of diverse technologies is correlated with the promotion of an atmosphere conducive to the generation and cultivation of novel ideas. The quantity and nature of slack resources are determined by the availability of resources. The availability of a diverse range of tools is a crucial factor in fostering innovation within an ecosystem. The observation made seems to be in direct opposition to the assertion made by Whittinghill (2011) regarding the most prominent attribute. An effective approach to gaining a deeper comprehension of how this particular location might shape the creative environment involves exploring the various aspects of the physical world that has the capacity to exert influence.

2.7 PERFORMANCE

Defining performance within diverse organisational contexts, including public, for-profit, and not-for-profit entities, has inherent challenges. Due to the multidimensional nature of performance, a singular method for its consistent measurement across all settings does not exist. Defining performance and assessing the success of a corporation in practical terms can present challenges due to the varying objectives of different actors within the organisation, as well as the distinct political interests held by internal and external stakeholders. This phenomenon presents challenges in assessing the performance of a corporation within the real-world context. According to certain experts in the field, performance encompasses a broader scope beyond being a mere abstract term that poses challenges in its evaluation (Brewer et al., 2000). However, the evaluation of an organization's success should be based on its internal and external dimensions. When evaluating the performance of a company, it is crucial to include the perspectives of both internal stakeholders, such as employees, and external stakeholders who have a vested interest in the organisation. When various elements such as production, outcome, time, targets, goals, objectives, purposes, and missions, along with constituents including members of an organisation, taxpayers, consumers, and politicians, as well as measurement levels, are integrated, a more comprehensive understanding of performance can be obtained. This encompasses performance at individual, group, programme, and agency levels.

The ability to quantify outcomes is vital in all types of enterprises, irrespective of their profit orientation or ownership structure. The majority of definitions focus on the accomplishments that an organisation and its members achieve through time, including the amount of effectiveness demonstrated by the firm (Swanson & Holton, 2001). In alternative terms, the measurables issue primarily centres around the methods employed to quantify various factors such as input, output, cost, and profit. The evaluation of an organization's performance extends beyond traditional metrics such as outputs, productivity, and efficiency, encompassing an expanding array of supplementary criteria. Moynihan (2008) posits that the term "performance" has undergone a broadening of its definition to include the concept of "effectiveness," denoting the extent to which a programme or collective entity is capable of attaining its predetermined goals.

In contemporary times, businesses can be assessed using diverse parameters, encompassing operational efficiency, equitable treatment of personnel, productivity levels, and other relevant factors. Boyne (2003) formulated seven criteria for assessing the degree of success of a project, drawing upon the findings of 65 distinct research studies. These aforementioned features may be replaced by the mentioned traits, based on the inquiries posed to service users.

The operational efficiency of a company's Research and Development Team (RDT) significantly impacts the overall success of the company. The measure of an organization's performance can be determined by its ability to effectively engage with its external environment, whereas the evaluation of its internal operations' effectiveness is contingent upon the efficiency with which activities are performed. Pfeffer and Salancki (2003) assert that an organisation attains organisational effectiveness when it successfully fulfils the requirements of several groups and entities engaged in various activities. The determination of the quantity of resources necessary to accomplish a particular task could potentially function as a metric for assessing effectiveness. As per advocates of the Resource Dependence Perspective (RDP) and the system resource approach, the capacity of a firm to acquire the necessary resources for its functioning significantly influences its ability to sustain operations. The degree to which an entity can efficiently obtain and utilise its resources may serve as a significant indicator of its overall level of achievement. In order to accomplish its purpose, vision, and goals, it is imperative for an organisation to possess the capacity to proficiently monitor and evaluate its own performance.

Based on the results of this study, group success is contingent upon collaborative efforts aimed at achieving shared objectives. Rainey and Rainey (2003) predicated on the notion that "organisations will work better if people inside them set goals and measure their performance against those goals." The establishment of clearly defined objectives and the implementation of precise measurement methods are crucial factors contributing to the success of a company.

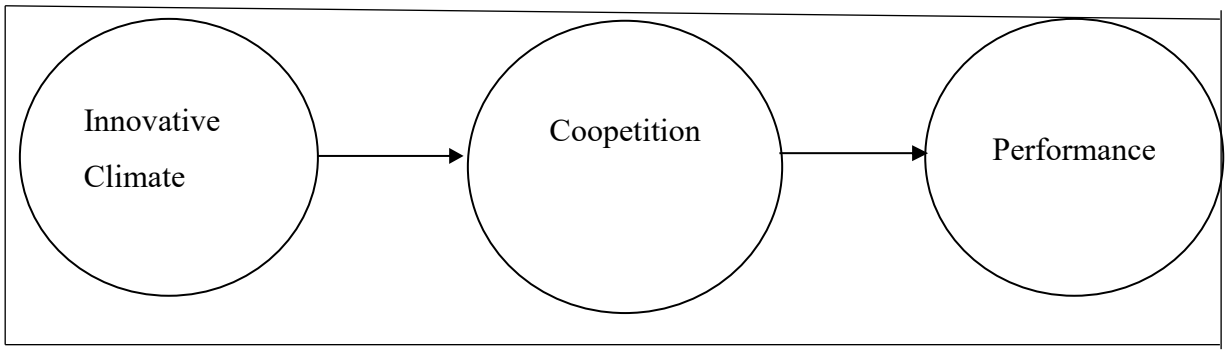

Figure 2.1: Theoretical Framework.

3. METHODOLOGY

Saunders et al. (2007) assert that the mono, mixed, and multiple method structures are widely employed in the organisation of research studies. Nevertheless, there are various methodologies for structuring a research endeavour. When conducting data analysis, the monolithic approach utilises a common set of tools that are also employed by other methodologies. Furthermore, it is feasible to employ this method to gather and consolidate numerous datasets into a unified dataset, irrespective of the nature of the data, whether it qualitative or quantitative. During the study of qualitative data obtained from interviews, researchers commonly employ two techniques: pattern recognition and thematic analysis. Alternatively, in the event that a survey collected the data, the gathered replies will be subjected to analysis using suitable statistical methodologies, namely employing a questionnaire.

The utilisation of various methodologies by a researcher is referred to as employing a diversity of techniques, wherein different ways are employed to acquire equivalent knowledge. An illustrative instance of quantitative research employing several research methods is a survey that incorporates both quantitative questions and an observational approach. Furthermore, the data analysis will incorporate a scientific approach. Both qualitative and quantitative approaches might be deemed valid in their respective domains. The mixed-method methodology is commonly recognised as the third approach to design. This strategy is commonly employed in the data collection and analysis process. The initial phase of a research endeavour may involve the collection and examination of qualitative data, followed by the subsequent collection of quantitative poll data and its subsequent statistical analysis. The sequencing of these tasks is flexible and can be arranged in any manner.

3.1 RESEARCH METHOD SURVEY

The variable of competition is measured through a questionnaire adapted from Gulshan (2020), an innovative climate instrument from Campbell (2014), and performance outcome is measured using an adapted scale from Coombes et al. (2011).

3.2 SAMPLE

The data is collected from the nonprofit organisation registered in Baghdad, Iraq. There are 109 valid response available for data analysis.

3.3 MEASUREMENT TOOLS

Any research effort needs a measurement tool because it's crucial to gather reliable data. Consistency and measuring what is supposed to be measured are requirements for a reliable and valid instrument.

3.3.1 Coopetition Questionnaire

The study will adopt coopetition questionnaire from Gulshan (2020). The scale is developed to measure the behavioural antecedents of coopetition and it is suitable for this study. The questionnaire contains 7 items are as follows:

Table 3.1: Coopetition Questionnaire.

Cooperate intensively in some activities
Commit a significant amount of resources and efforts to the collaboration
Share a significant amount of knowledge with each other
Exchange many ideas on how to improve our capabilities
Create new knowledge through close collaboration
Compete intensively in some areas
Need the same type of knowledge to develop products, services or solutions
Cooperate for the same funding opportunities and grants
Are major competitors in different areas
Respond rapidly to each other’s competitive actions

3.3.2 Performance Questionnaire

In business organizations, the concept of performance is well-documented from academic and practitioner perspectives (Otley, 1999). In the context of non-profit organizations, performance measurements have been the subject of extensive discussion during the past three decades. Despite the scholarly interest in the subject, there are considerable gaps in the literature about the definition and measurement of the performance of nonprofit organizations. It is extremely challenging to operationalize the performance of charities and charitable organizations, and there is no consensus in the literature regarding how to define and quantify performance (Glassman & Spahn, 2012). Stewart and Walsh (1994) Due to the nonprofit's complex financial, social, and legal situation, which is based on social value, it is difficult to conceptualize what performance is and how to quantify it (Kanter & Summers, 1987, Forbes, 1998).

The evaluation instrument used to evaluate the performance of social entrepreneurs was adapted from one developed by Coombes et al. (2011) to evaluate the entrepreneurial performance of nonprofit boards. Table 3.3 displays the eight-point rating system.

Table 3.2: Performance Questionnaire.

Commercial
Experiencing an increase in revenue
Engaging in more organizational activities
Achieving customer satisfaction
Expanding organization activities to different locations
Social
Providing more social services
Serving more beneficiaries in the community
Expanding social service to different locations
Bidding government (or its funding bodies) grants for enterprise activities

3.3.3 Innovative Climate Questionnaire

The instrument for innovation climate is adapted from Campbell et al. (2014). The scale includes four questions that measure innovation climate.

Table 3.3: Innovation Climate Scale.

My organization's leadership encourages creative solutions to problems
Members at all levels are encouraged to contribute new ideas to improve the organization
My organization is open and responsive to change
Resources are available to implement new initiatives

4. DATA ANALYSIS

4.1 RESULTS AND DISCUSSION

This chapter explores the methodologies employed to empirically evaluate the theoretical model and its underlying assumptions. Data collected from empirical observations are examined to examine the interrelationships among variables. The model in question was assessed utilising SPSS AMOS and structural equation modelling (SEM) as the shortened form. During the course of the investigation, two distinct models were employed. This section encompassed the presentation of both the measurement model and the structural model. The structural model evaluates the degree of alignment between the model and the data, as well as the underlying assumptions. On the other hand, the measurement model explores the relationships between the indicators and constructs.

One technique to assess the validity and reliability of a model during evaluation is by examining various factors such as construct reliability, maximum shared variance (MSV), average variable extracted (AVE), the heterotrait-monotrait ratio of correlations (HTMT), and MaxR(H). An illustration of a model that falls inside this category is the measuring model. Within the domain of structural equation modelling (SEM), the process referred to as data analysis is conducted. Additional valuable information can be obtained from the model fit measurements of the measurement model, encompassing CMIN/DF, CFI, DRMR, and RMSEA. The goodness of fit analysis is an essential step in assessing the adequacy of the structural model. Once the measurement model has been validated and deemed to be functioning appropriately, several indicators such as beta (path coefficient), CMIN/DF, CFI, SRMR, and RMSEA can be utilised to evaluate the fit of the structural model. Hence, it is imperative to initially scrutinise the measurement model prior to delving into the structural model.

4.2 MEASUREMENT MODEL

The initial step in the analysis involves the evaluation of the measurement model, which is subsequently followed by the examination of the theory model and its underlying assumptions. Consequently, this section offers a thorough elucidation of the conducted validity and reliability assessments. Prior to delving into the particulars, it is imperative to highlight that the preliminary confirmatory factor analysis conducted on the initial model

yielded unsatisfactory results in terms of model fit, since certain components had notably low factor loadings. It is imperative to acknowledge this aspect before to delving into the particulars. Several factor studies were conducted on the measurement model to ensure its suitability for structural analysis prior to the development of the final model. Figure 4.1 displays the foundational model alongside the factor loadings for examination.

Measurement Model

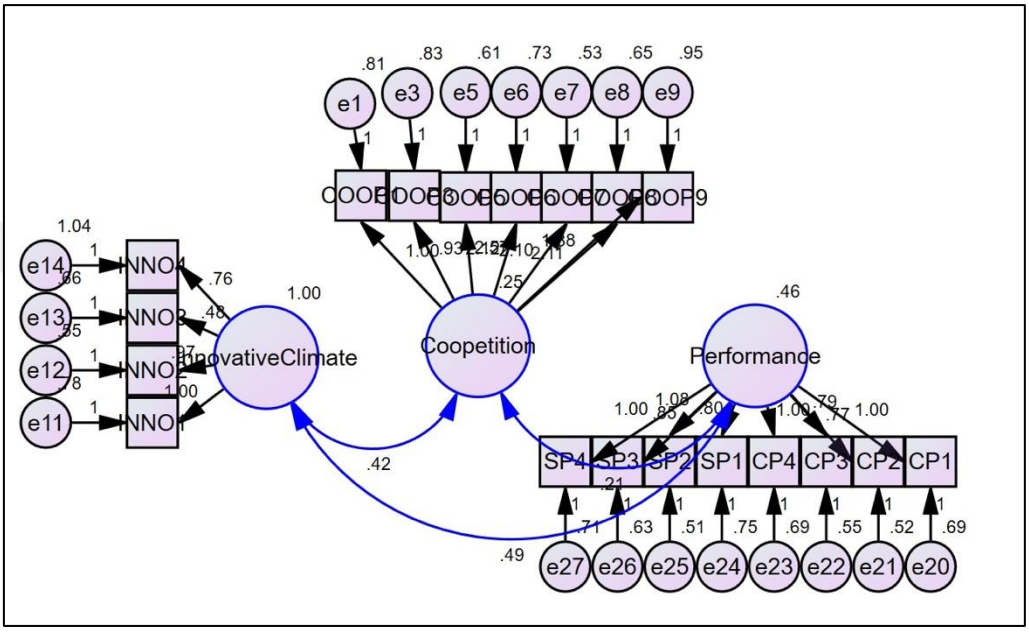

Figure 4.1: Measurement Model.

The results of confirmatory factor analysis indicated that the model necessitated modification due to low factor loadings, as well as indicators of reliability and validity. Consequently, the model underwent several reviews and factor analyses to eliminate non-essential components. Figure 4.2 displays the end measurement model employed in the study of the structural model. The second measurement model meets the criteria for both validity and reliability.

4.2.1 Internal consistency reliability

harmony between the group's members Reliability is the initial metric used to assess the indicator variables' degree of dependability. Cronbach's alpha and composite reliability are used to achieve this. Because Cronbach's alpha depends on the total number of items on the scale, it is not a very reliable way to assess a product's dependability. Consequently, a second metric that looks at the indicator variables through the prism of factor loadings is the

composite dependability. The expected values of the observed indicator variables' degree of trustworthiness are shown in Tables 4.1 and 4.2. These anticipated values are visible to you. Tests having Cronbach's alpha values between 0 and 1 are considered to be more reliable than those with values outside of that range.

Table 4.1: Cronbach's Alpha.

	Cronbach's Alpha
Innovative Climate	0.679
Coopetition	0.847
Performance	0.813

The aforementioned statement remains valid in the case of aggregated reliability values, which exhibit a numerical range spanning from 0 to 1. As the numerical value increases, there is a corresponding rise in the system's level of reliability. Hair et al. (2016) state that in advanced research design, the minimum acceptable threshold for composite dependability is 0.70, whereas the maximum attainable threshold is 0.90. Within the experimental study framework, the least acceptable value is 0.60, while the maximum acceptable value is 0.70. The reliability statistics depicted in Table 4.2 indicate that the system exhibits a substantial level of dependability.

Table 4.2: Composite Reliability.

	Composite Reliability
Innovative Climate	0.733
Perceived Group Effectiveness	0.741
Coalition Functioning	0.873
Coalition Performance	0.861

Hair et al. (2017) define "convergent validity" as the extent to which a measurement instrument has a positive association with other instruments that evaluate the same underlying construct. A sampling methodology is utilised to determine the total number of buildings. This methodology employs suitable indicators for each construction, hence

facilitating the determination of the overall quantity of structures. Based on the research conducted by Hair et al. (2017), it can be deduced that in order for a particular idea to be considered genuine, it is important for the indicators associated with the concept to demonstrate alignment and display a substantial level of variability, hence proving its credibility. Convergent validity is assessed by utilising both the average variance extracted (AVE) and the component loadings of the variables. This study is undertaken to assess the degree of convergence in terms of validity. When the magnitudes of the external loadings surpass the customary values, it suggests that numerous components are being caught rather than a solitary component. These numerical numbers are sometimes referred to as factor loadings or indications of reliability. In a study conducted by Hair et al. (2019), it was discovered that a statistical significance level of 0.708 represents the minimal criteria that may be achieved for the majority of indicators. In contrast, it is a prevalent practise in the field of social science research to employ loadings that fall below the threshold of 0.70, as demonstrated by the investigations undertaken by Hulland (1999) and Hair et al. (2017).

It is imperative to acknowledge that the utilisation of the 0.7 rule of thumb entails a multifaceted endeavour, as it requires meticulous deliberation regarding its influence on the dependability and validity of the entire investigation (Hair et al., 2016). It is essential to consider that the aforementioned guideline was formulated by statisticians. If it is possible to establish through empirical evidence that the indicator with low loadings has a substantial effect on the dependability of the composite measure, it will be imperative to exclude that particular indicator. Nevertheless, the lack of impact on the credibility of the material remains unaffected. However, it is imperative to exclude factor loadings below 0.4 to mitigate their impact (Bagozzi et al., 1991; Hair et al., 2013). The measuring technique utilised in this study first reveals the existence of multiple indicators with comparatively low loadings.

Table 4.3: Factor Loadings.

			Estimate
COOP1	<---	Coopetition	.732
COOP3	<---	Coopetition	.532
COOP5	<---	Coopetition	.883
COOP6	<---	Coopetition	.817
COOP7	<---	Coopetition	.857
COOP8	<---	Coopetition	.828
COOP9	<---	Coopetition	.650
INNO1	<---	InnovativeClimate	.747
INNO2	<---	InnovativeClimate	.813
INNO3	<---	InnovativeClimate	.557
INNO4	<---	InnovativeClimate	.635
CP1	<---	Performance	.652
CP2	<---	Performance	.602
CP3	<---	Performance	.606
CP4	<---	Performance	.651
SP1	<---	Performance	.553
SP2	<---	Performance	.734
SP3	<---	Performance	.610
SP4	<---	Performance	.647

Table 4.4: Correlations.

			Estimate
Coopetition	<-->	Performance	.665
Coopetition	<-->	InnovativeClimate	.888
Performance	<-->	InnovativeClimate	.766

Table 4.3 presents a comprehensive summary of the factor loadings associated with each of the markers. It is imperative to bear in mind that only a limited number of the potentially significant markers situated around the value of 0.6 are preserved. The removal of these components has a substantial influence on the overall coherence and integration of the model. This suggests that the markers will persist in their present positions. Hair et al. (2017) suggest that the average variance extracted (AVE) serves as a measure that exhibits

convergent validity. The primary objective of this measure is to assess the veracity and soundness of a concept or proposition. If the coefficient attains a value of 0.5 or above, it frequently indicates that it has the potential to account for around 50% of the variability observed in the dataset.

4.3 MODEL FIT MEASURES

Table 4.4 demonstrate the model fit measures with cut-off criteria (Hu & Bentler, 1999). It is to note that all the significant indices indicate that model fit is acceptable.

Table 4.5: Model Fit Indices.

Measure	Estimate	Threshold	Interpretation
CMIN	3.56.27	—	—
DF	207	—	—
CMIN/DF	1.721	Between 1 and 3	Excellent
CFI	0.840	>0.95	Need more DF
SRMR	0.065	<0.08	Excellent
RMESA	0.08	<0.06	Acceptable
PClose	0.000	>0.05	Excellent

4.4 STRUCTURAL MODEL

To assess the accuracy and reliability of the constructs and indicators, a measurement model evaluation was conducted. The last phase of the study involves an analysis of the structural model in order to assess hypotheses, ascertain its predictability, and evaluate the degree of fit between the model and the collected data. Figure 4.3 presents a visual representation of the structural model. The standardised regression weights, sometimes referred to as beta numbers, are displayed in the graph with respect to each specific link.

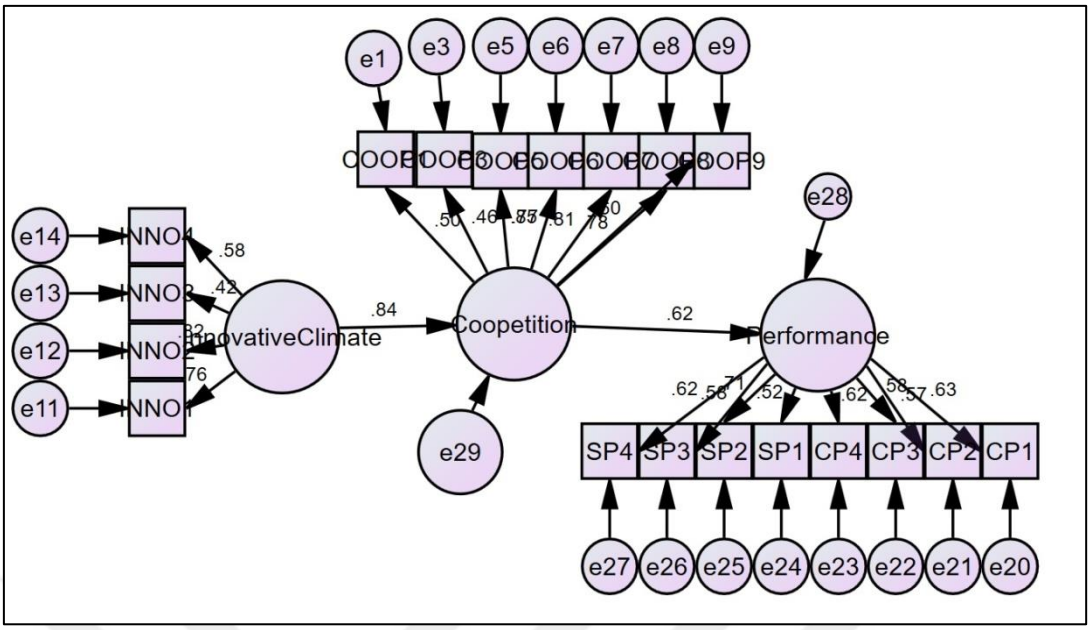

Figure 4.2: Structural Model.

The coefficients of the route have been standardised, yielding a range of values spanning from negative one to positive one. The data is provided for analysis in Table 4.7. Numbers that exhibit greater proximity to a central value are indicative of a larger magnitude of positive linkages, whilst numbers that are more far from the central value reflect a smaller amount of favourable correlations. When the beta coefficient approaches zero, it indicates a substantial absence of correlation or a lack of relationship between the two variables. The t-values offer supplementary evidence that reinforces the statistical significance of the correlation. According to Hair et al. (2016), the critical values for two-tailed tests at significance levels of 10%, 5%, and 1% are 1.65, 1.96, and 2.57, respectively. In contrast, the critical values for one-tailed tests at significance levels of 10%, 5%, and 1% are 1.28, 1.65, and 2.33, correspondingly. The statistical significance of t-values is influenced by the amount of degrees of freedom associated with certain values. The connections revealed in this study underwent thorough scrutiny using a statistical test consisting of two components and a significance level of 5%. The results are presented in Table 4.7, demonstrating that all t-values surpass the critical value of 1.96, and all p-values are less than the significance level of 0.05.

Table 4.6: Path Coefficients.

	Standardised Beta Coefficient	T-values	P-values
Coopetition <--Innovative Climate	0.432	4.997	0.000
Performance <--- Coopetition	0.797	3.804	0.000

Based on the data at hand, it is evident that all four relationships exhibit statistical significance. In order to illustrate, it can be shown that any modification observed inside the inventive environment will result in a 0.244 increase in the effectiveness of the coalition. It is crucial to recognise that there is a substantial relationship between the degree of group functionality and its ability to effectively accomplish its goals. The degree of its efficacy exhibits a fluctuation of 0.356 units for each unit alteration in its functional performance.

Table 4.7: R-Squared.

	R-squared
Coalition functioning	0.059
Coalition performance	0.362

The crucial goodness of fit (model fit) parameters can be analysed alongside the corresponding values established by previous studies. Determining the optimal fit for the initial parameter, CMIN (Chi-square value), necessitates the utilisation of a hypothetical model in conjunction with illustrative data. Put simply, the determination of statistical significance relies on comparing the disparity between observed and projected values. If the coefficient of CMIN is determined to be significant, it is conceivable that the model may be insufficient. In order to ensure the accuracy of the model, it is imperative for the p-value to exceed the threshold of 0.05. The discrepancy is subsequently divided by the overall number of degrees of freedom in order to obtain the value denoted as CMIN/DF. According to Kline's (1998) findings, a CMIN/DF ratio below three and a probability ratio beyond 0.05 indicate the model's accuracy.

The second essential element is to the goodness of fit index, commonly referred to as the GFI. According to Tanka and Huba (1987), this index is utilised to identify the difference function that yields the minimum value in the most probable scenarios, with the aim of achieving an optimal fit. The fit is regarded ideal when the GFI threshold amount is less than or equal to one. Based on the findings of Kline's (2005) study, a strong level of agreement is observed when the goodness-of-fit index (GFI) attains a value of 0.9991, as indicated in Table 4.9. The concept being discussed is analogous to the modified goodness of fit index, commonly referred to as AGFI. A value of 1 for AGFI signifies a flawless fit of the model and grants the user the freedom to assess it using the degree of freedom (df). Hu and Bentler (1998) found that an AGFI score of 0.913 indicates a satisfactory level of fit, as determined by multiple goodness-of-fit criteria.

Hypotheses testing

H1: There is a positive impact of innovation climate on the competitive intentions in nonprofit organisation.

H2: There is a positive impact of coopetitive intentions on the performance of nonprofit organisations.

H3: Innovative climate has an indirect effect on the performance of the nonprofit organisation though coopetition as an intervening variable.

Table 4.8: Indirect Effect.

Indirect paths	Indirect effect value
Innovative Climate<--- Coopetition<-- Performance	0.519

The presence of passion within a professional setting serves as a catalyst for the development of new ideas and solutions, resulting in advantages not only for the individuals who champion these innovations but also for the collectives that contribute to their widespread adoption. There exists a belief among certain individuals that the task of generating enthusiasm among others is challenging due to insufficient levels of commitment, interest, trust, outcomes, and support. Contrary to this viewpoint, there are some who hold the belief that this assertion is unfounded. When examining the historical trajectory of Research and Development (R&D) in British enterprises during the period from 1942 to 1950, it becomes evident that a notable level of enthusiasm permeated the landscape. During the aforementioned temporal span, concerted efforts were made by the government, business leaders, and corporate representatives to collaboratively augment the number of scientists, engineers, laboratory facilities, and resources within the United Kingdom. Researchers have found a parallel phenomenon to the societal bubble of overenthusiasm witnessed during the Apollo programme, wherein great public and political expectations of performance played a significant role. Gisler and Sornette (2009) argue that this phenomenon led to the widespread adoption of technical and social initiatives, hence facilitating the exploration of innovation niches.

Whittinghill et al. (2015) establishes a correlation between managerial trust in employees and their motivation to engage in work, as well as their capacity to evoke positive emotions such as joy, excitement, and optimism in others. The level of trust that Coalition management places in its personnel, which is considered a vital foundational element of the organisation, influences the extent to which the workforce enjoys autonomy. Modifications that may be implemented in the organic organisational culture, which would be readily apparent to

external observers, would mostly involve enhancements aimed at optimising the outcomes associated with this characteristic.

The impact of office surroundings on various outcomes. The findings suggest that modifying the visual appeal of a setting can potentially enhance levels of attentiveness, social engagement, and cooperative efforts. This exemplifies the fundamental and indispensable nature of spatial planning. Research has shown that deliberate architecture and design have the potential to bring about beneficial societal transformations and inspire individuals. The arrangement of a physical space can potentially impact the manner in which professionals engage in collaborative activities. Research has shown that cooperative practises exhibit higher levels of success when there is a positive station plan and culture.

Research has indicated that the presence of diverse technologies is correlated with the promotion of an atmosphere conducive to the generation and cultivation of novel ideas. The quantity and nature of slack resources are determined by the availability of resources. The availability of a diverse range of tools is a crucial factor in fostering innovation within an ecosystem. The observation made seems to be in direct opposition to the assertion made by Whittinghill (2011) regarding the most prominent attribute. An effective approach to gaining a deeper comprehension of how this particular location might shape the creative environment involves exploring the various aspects of the physical world that has the capacity to exert influence.

The ability to quantify outcomes is vital in all types of enterprises, irrespective of their profit orientation or ownership structure. The majority of definitions focus on the accomplishments that an organisation and its members achieve through time, including the amount of effectiveness demonstrated by the firm (Swanson & Holton, 2001). In alternative terms, the measurables issue primarily centres around the methods employed to quantify various factors such as input, output, cost, and profit. The evaluation of an organization's performance extends beyond traditional metrics such as outputs, productivity, and efficiency, encompassing an expanding array of supplementary criteria. Moynihan (2008) posits that the term "performance" has undergone a broadening of its definition to include the concept of "effectiveness," denoting the extent to which a programme or collective entity is capable of attaining its predetermined goals.

In contemporary times, businesses can be assessed using diverse parameters, encompassing operational efficiency, equitable treatment of personnel, productivity levels, and other relevant factors. Boyne (2003) formulated seven criteria for assessing the degree of success of a project, drawing upon the findings of 65 distinct research studies. These aforementioned features may be replaced by the mentioned traits, based on the inquiries posed to service users.

The operational efficiency of a company's Research and Development Team (RDT) significantly impacts the overall success of the company. The measure of an organization's performance can be determined by its ability to effectively engage with its external environment, whereas the evaluation of its internal operations' effectiveness is contingent upon the efficiency with which activities are performed. Pfeffer and Salancki (2003) assert that an organisation attains organisational effectiveness when it successfully fulfils the requirements of several groups and entities engaged in various activities. The determination of the quantity of resources necessary to accomplish a particular task could potentially function as a metric for assessing effectiveness. As per advocates of the Resource Dependence Perspective (RDP) and the system resource approach, the capacity of a firm to acquire the necessary resources for its functioning significantly influences its ability to sustain operations. The degree to which an entity can efficiently obtain and utilise its resources may serve as a significant indicator of its overall level of achievement. In order to accomplish its purpose, vision, and goals, it is imperative for an organisation to possess the capacity to proficiently monitor and evaluate its own performance.

In order to engage in interactions, players are required to make payments. Nevertheless, in order to access certain advantages, such as the sharing of resources, individuals, and activities, it is important for them to engage in interactions. The aforementioned benefits may outweigh the exertion necessary to establish and sustain partnerships. In the context of a dyadic interaction between two businesses, it is possible for one contact to exert influence on another, so establishing a network of connections that can potentially alter the boundaries and operations of the respective companies. The categorization of commercial contacts can be delineated into three distinct types: implicit, explicit, and asymmetric. The classification of these interactions is contingent upon the degree of familiarity that each company possesses regarding its diverse competitors. Implicit interactions occur when a corporation lacks awareness of the impact of interactions on its processes or deliberately chooses to

disregard the matter. Conversely, explicit interactions manifest a heightened awareness among all participants regarding their behaviours and the subsequent impact it may have on them. Furthermore, they provide evidence suggesting the presence or absence of hostility in the trade interactions between the aforementioned groups. Interactions between two groups exhibit heightened intrigue when one group possesses superior information, exercises greater control over the discourse, or enjoys enhanced financial prospects compared to the other group.

5. CONCLUSION

Interorganizational linkages contribute to the emergence of a novel corporate framework, characterised by the simultaneous presence of collaboration and rivalry, aimed at promoting technological progress and guaranteeing the economic sustainability of recently generated concepts. Bengtsson and Kock (2000) define the concept of "cooptition" as the strategic collaboration of enterprises, notwithstanding their concurrent competition. Cassiman et al. (2009) suggest that cooperation arises when firms engaged in direct rivalry engage in collaborative efforts on various initiatives. Research findings have indicated that the phenomenon of coopetition is positively correlated with higher rates of innovation. Additionally, cooperation has been observed to exert an influence on both internal and external endeavours aimed at fostering development. However, engaging in research and development collaborations with competitors carries inherent risks, mostly stemming from the potential for competitors to gain access to critical and secret information.

In order to facilitate technological growth, it is imperative for players to engage in regular information sharing, as well as the exchange of assets and technologies. Gnyawali and Park (2009) suggest that enterprises operating in these industries might effectively produce new concepts by engaging in collaborative activities focused on the development of new inventions. Based on the results of the McKinsey survey, which indicated that numerous organisations encounter challenges in effectively managing their innovation efforts, it is plausible that a significant number of companies hold the misconception that enhanced coordination of collaborative activities will facilitate the achievement of their principal growth goal. Collaboration holds significant attraction for high-technology enterprises. Prior to commencing any endeavour, it is necessary to carefully deliberate upon the advantages and disadvantages associated with collaboration and competition (Dyer & Nobeoka, 2000).

It is unsurprising that cooperative marketing presents significant potential for firms. In order to optimize the utilisation of these opportunities, it is crucial to carefully consider the advantages and disadvantages associated with both cooperative and competitive interactions. Despite the growing scholarly interest in coopetition, there has been a relative neglect of the internal management requirements associated with coopetition activities. This collective engages in discourse surrounding the establishment of non-profit cooperative partnerships and their concurrent self-organization strategies. According to the research

conducted by Ritala and Hurmelinna-Laukkanen (2013), the acquisition of knowledge and the preservation of its confidentiality are identified as two prominent issues. However, there has been a limited amount of scholarly attention devoted to examining the manner in which businesses manage coalition operations, assess their level of competitiveness, and evaluate their overall performance. For example, a formal request has been made to the management team to offer specific examples of how project-related activities might be effectively planned and executed through collaborative efforts. Examining various management and organisational styles is considered the most efficacious approach for identifying strategies to enhance teamwork. So far, the predominant focus of scholarly inquiry pertaining to the collaborative practises of charitable organisations has been mostly theoretical in nature, with a dearth of empirical illustrations derived from real-world contexts.

The notion of cooperative competition is a comprehensive idea that encompasses various diverse phenomena. In this study, we analyse many levels of analysis, namely the person level, the inter-firm level, the intra-firm level, and the network level. Baruch and Lin (2012) believe that the amalgamation of healthy rivalry and cooperative endeavour within a team has yielded a rise in the quantity of novel ideas and innovations. Collaborative productivity enhancement occurs when team members are both encouraged and obligated to enhance their individual productivity within the context of collective work. In their study, Ritala et al. (2009) coined the term "coopetition" to describe the challenges faced by organisations in acquiring parental resources, securing business support, delegating authority, fostering market development, and facilitating international expansion. According to Luo (2005, p.73), The term "coopetition" is derived from the combination of the words "cooperative" and "competition." The overwhelming majority of the research pertains to two distinct currents observed within organisations. The initial type of business partnership entails the collaboration between companies that are currently engaged in direct competition within the same industry and at the same stage of the value chain. In the subsequent research conducted (Daidj & Jung, 2011), the focus was on examining the collaborative dynamics among indirect competitors operating inside a shared supply chain. Peng and Bourne (2009) assert that a significant portion of network research is primarily concerned with examining the dynamics of competition, either within networks or between networks. This particular form of competition is commonly known as "coopetition." Dorn et al. (2016) argue that a lack of

consensus exists on the concept of coopetition, despite the presence of similarities across many levels of analysis.

Given the central theme of this thesis, which pertains to a network comprising nonprofit organisations that engage in collaborative efforts for revenue generation and strategic objectives, while simultaneously competing for market share and customer bases (communities) (Poulymenakou & Klein, 2006), it is imperative to possess a comprehensive understanding of both the theoretical foundations of this research and the dynamics of network evolution, as well as the expectations placed upon organisational leaders. This comprehension will facilitate a more profound understanding of the ramifications of this argument. Trust, commitment, and identity are the three fundamental constituents that constitute a connection inside a competitive network. These statements elucidate the manner in which an organisation can effectively synchronise and integrate its many responsibilities and capabilities to optimise the benefits derived from each. In order to fully harness the potential of the network, managers must cultivate a collective set of values grounded in their shared interests. As a result of this phenomenon, categorizations are established to differentiate various forms of organisations.

It is imperative to highlight that the analysed nonprofit network is subject to regulations that dictate membership eligibility and establish ongoing performance expectations for its members. Conversely, the individuals within the group establish and maintain the demarcation lines that separate the internal from the external. The study conducted on corporate collaboration highlights the intricate nature of the contact process among enterprises within a network, emphasising the functioning of their interactions. However, it is crucial as the interconnection across organisations eventually determines the final link at either the individual or network level. Furthermore, as per the definition provided by the dictionary, an interaction can be classified as a specific sort of market contract. However, it is worth noting that professionals in the field of management tend to prioritise interactions to a higher extent.

In order to engage in interactions, players are required to make payments. Nevertheless, in order to access certain advantages, such as the sharing of resources, individuals, and activities, it is important for them to engage in interactions. The aforementioned benefits may outweigh the exertion necessary to establish and sustain partnerships. In the context of

a dyadic interaction between two businesses, it is possible for one contact to exert influence on another, so establishing a network of connections that can potentially alter the boundaries and operations of the respective companies. The categorization of commercial contacts can be delineated into three distinct types: implicit, explicit, and asymmetric. The classification of these interactions is contingent upon the degree of familiarity that each company possesses regarding its diverse competitors. Implicit interactions occur when a corporation lacks awareness of the impact of interactions on its processes or deliberately chooses to disregard the matter. Conversely, explicit interactions manifest a heightened awareness among all participants regarding their behaviours and the subsequent impact it may have on them. Furthermore, they provide evidence suggesting the presence or absence of hostility in the trade interactions between the aforementioned groups. Interactions between two groups exhibit heightened intrigue when one group possesses superior information, exercises greater control over the discourse, or enjoys enhanced financial prospects compared to the other group.

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