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The Effect of Intra-Firm Coopetition on Organizational Performance; the Case of Selected Private Commercial Bank Branches in Ethiopia.

By: Wosenyeleh Aberra

A Research Project Submitted to Addis Ababa University, College of Business and Economics Department of Management, In Partial Fulfillment of The Requirement of Executive Master's in Business Administration (EMBA)

June, 2022

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Approved by Board of Examiner

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DECLARATION

I, **Wosenyeleh Aberra**, hereby declare that the study entitled “**The Effect of Intra-Firm Coopetition on Organizational Performance; The Case of Selected Private Commercial Bank Branches in Ethiopia.**” is my original work and has not been presented in Addis Ababa University or any other University. I have carried out the study independently with the guidance and support of the research advisor **Yohannes Workaferahu (Phd)**. All other contributors or sources used for the study have been duly acknowledged.

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GSE/4136/11

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Date

Confirmation by advisor

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Signature

Date

STATEMENT OF CERTIFICATION

This is to certify that Wosenyeleh Aberra Kumbi's research work on the topic entitled "**The Effect of Intra-Firm Coopetition on Organizational Performance; The Case of Selected Private Commercial Bank Branches in Ethiopia**" is his original work and suitable for submission for the award of **Executive Master's in Business Administration (EMBA)**

The project paper is submitted for examination with my approval as a university advisor.

Yohannes Workaferahu (Phd)
June, 2022

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ABSTRACT

The objectives of this study were to attest the effect Intra-firm Coopetition on Organizational performance; in the case selected private commercial banks in Ethiopia. In addition, the study intended to determine whether a relationship exist among the variables such as Cooperative Ability, Cooperative Intensity and Intra-firm Competition with that of Financial, Customer, Internal process and innovation and learning performance perspectives in order to capture the logical structure of the study, the researcher used both descriptive and explanatory research designs. A questionnaire was administered to 216 branch managers found and working in Addis Ababa. The respondents were selected using a stratified and convenience sampling methods, considering the required proportionality and convenience. The questionnaire was tested for its reliability and found to be reliable enough to study the research questions. The data collected from the survey was analyzed using SPSS software version 20.0 and presented in the form of descriptive statistics, Pearson Product Moment Correlations and Linear Regression Analysis. The linear regression Analysis conducted for the research shows that, the aggregate intra-firm coopetition, which is the construct of cooperative ability, cooperative intensity and intra-firm competition, has strong and positive correlation with that of aggregate organizational performance assessed by financial, customer, internal process as well as innovation and learning performance measures, with $r=.697$. With regard to the individual constructs of intra-firm coopetition the study has shown that there was a relatively higher correlation to financial and Customer performance perspectives than that of internal and innovation and learning. Recommendations are also made based on the overall findings for possible action and future studies.

Key Words: Intra-firm coopetition, Cooperative Ability, Cooperative Intensity, Intra-firm Competition and Organizational Performance

1. Chapter One

Introduction

1.1 Background of the study

Co-opetition combines two opposing concepts: collaboration and competition. In recent definition of “*Co-opetition is a paradoxical relationship between two or more actors simultaneously involved in cooperative and competitive interactions, regardless of whether their relationship is horizontal or vertical*” (Bengtsson, 2014).

According to Dorn et al. (2016) systematic literature review the various studies conducted on co-opetition can be categorized into four levels of analysis i.e. inter-firm level, Intra-firm level and network level. Intra-firm Level co-opetition is characterized by interdependence of units and simultaneous competition between them for the organization's resource (Y. Luo, 2005)

Research has largely focused on co-opetition among separate firms or inter-firm level. Ritala (2012), for instance, has shown that co-opetition of firms in external alliances is beneficial for both various innovation performance outcomes and market performance. Other studies have found co-opetition requires different facets of an alliance-management system depending on the mix of trust and dependency, and a high trust/high dependency environment fosters the relationship of co-opetition and performance outcomes the most (Bouncken & Fredrich, 2012).

Yet, co-opetition also exists on the intra-firm level, specifically within the principal firm among functions or departments, among business units, or among project teams (Strese et al., 2016). A

research in this field reveals how inter-firm co-opetition can be fostered within organizations, for instance by applying a considerate or participative leadership style as well as by using formalized organizational structures (Strese et al., 2015).

As the concept of co-opetition evolves, the need to further explore for empirical consistencies or otherwise in different context is important for the body of knowledge. Few aspects of intra-firm level co-opetition that has incited researchers' interest is the relation of inter-firm co-opetition and organizational performance. It is shown that co-opetition influences performance-enhancing factors such as the abilities and willingness to share knowledge, task orientation, and inter-personal relationships (Ghobadi & Ambra, 2012).

Andersson & Nymo (2020) in their qualitative study conducted on intra-firm co-opetition perceived and handled in order to create value within an organization identified perceived cooperative activities as beneficial for organizational learning and stressed the importance of social interactions between project teams. On the other hand, competitive activities were perceived as positive as long as they were held on a healthy level and did not become dominant.

Various researches show that knowledge transfer across functional boundaries is critical for numerous outcomes, including new product success (Griffin & Hauser, 1992), organizational learning, and overall firm performance (Gray & Meister, 2003). However, these researches suggest, the transfer of knowledge across functional boundaries can be rather difficult and complicated.

Despite the growing number of studies conducted on cooperation in general, research in the area still lacks insights with regard to intra-firm co-opetition. Thus, this study tried to investigate the relation between intra firm co-opetition and organizational performance.

In general, the study aimed to enrich co-opetition literature by clarifying the landscape of intra-firm cooperative relations in banking industry in Ethiopia, enabling scholars and practitioners to better understand this relationship.

1.2 Problem Statement

It has been a long-accepted belief that cooperation promotes organizational performance. Like the conflicting theoretical views on whether intra-firm competition fosters or impedes knowledge and organization performance, prior empirical results on the impact of competition on are not conclusive. Dubois (2008) notes that earlier research predominantly portrays “internal competition [...] as a undesirable behavior that hinders firm adaptation.” However, recent empirical investigations indicate that firm-internal competition may also contribute to the learning process and performance. Other research shows Competitive tensions may motivate department managers to provide deliverables earlier, or distinguish their knowledge, compared to other innovation initiatives within their respective firms(Wei et al., 2014).

Research on co-opetition between firms (i.e., the inter-firm level) has attracted attention in academic research (Bengtsson & Raza-Ullah, 2016). There is, however, a lot of diversity within the field of co-opetition research, and the research within this field is at an emerging stage. According existing research about co-opetition, it is possible to argue that it may occur both within

and between organizations(Tsai, 2002). Co-opetition may consequently be viewed from several different levels. It is important to recognize different levels of co-opetition in order to be able to relate actor levels of co-opetition to each other.

Tidström (2008) suggests that most of the previous research about co-opetition has been on an interfirm level—that is, related to cooperation between companies. Some studies conducted by scholars on intra-firm level have shown that cross-functional co-opetition can enhance a firm's product innovativeness, learning, and performance (X Luo et al., 2006; Strese et al., 2016).

At an intra- organizational level, cooperation among competing units may be evident by absorbed and frequent interactions to uncover competing units' know-how, which can be attributed to their Cooperation ability and Cooperation intensity (Tsai 2002).

Using responses from midlevel managers and top executives, X. Luo et al. (2006) find that cross-functional co-opetition enhances a firm's customer and financial performance. Reaffirming Creswell (2009) assertion, the proposed study intends to extend the discussion by incorporating new elements, or replicate (or repeat) the previous study in new situations or with new participants to test the generalizability of the previous research in the area. Moreover, the inaccessibility or non-traceability of research conducted in Ethiopian context further initiated the researcher to conduct the study.

Considering this and the fact that the banking sector in Ethiopia is undergoing a rapid change from within and outside stimulates competition and cooperation, which calls for an investigation for the

simultaneous presence of competition and cooperation as well as its impact on organizational performance. In addition, by examining the effect of co-opetition on organizational performance using BSC model by (Kaplan & Norton, 1992) as Finance, customer, internal process and innovation and learning perspectives, the research may contribute to investigate new dimension for the body of knowledge.

The gap observed in diversified research studies in the area of intra -firm /cross-functional co-opetition and its influence in Ethiopian banking industry, specifically, calls for this study. Accordingly, the research has tried to answer the following questions;

- a) What is the extent of intra-firm co-opetition observed in the chosen private banks within Ethiopia?
- b) Is there a correlation between intra-firm co-opetition and organizational performance within the studied environment?
- c) Do the identified explanatory variables related to intra-firm co-opetition significantly and positively impact the organizational performance of the selected private banks?

1.3 Objective of the study

General objective

The purpose of this study was to examine the impact of intra-firm co-petition on organizational performance.

Specific objectives

- a) To evaluate the extent of intra-firm co-opetition within the selected private banks in Ethiopia;
- b) To investigate the correlation between intra-firm co-opetition and organizational performance; and
- c) To examine the significant and positive impact of intra-firm co-opetition and it's constructed explanatory variables on the organizational performance of the selected private banks.

1.4 Significance of the Study

The findings of the proposed study are expected to provide a lot of advantages for different organs.

Thus, the significance of the study can be summarized as follows;

- a) To evaluate the extent of intra-firm co-opetition within the selected private banks in Ethiopia;
- b) To investigate the correlation between intra-firm co-opetition and organizational performance; and
- c) To examine the significant and positive impact of intra-firm co-opetition and it's constructed explanatory variables on the organizational performance of the selected private banks.

1.5 Scope of the study

The study was focused on analyzing intra-firm co-opetition and its effect on organizational performance in the context Ethiopian private banking industry. Intra-firm co-opetition and its impact on performance is evaluated based on respondents' perception on trend of intra-firm co-opetition in their respective banks and their view on the actual organizational performance in balanced score card perspectives.

The research informants were selected from 3 private commercial banks, namely from Bank of Abyssinia, United Bank and Buna Bank, among 16 active commercial banks operating in the industry on June 30,2021. In order to have a new set of informants as compared to the previous researches, in most of the previous studies subjects were medium or senior management members, this research focused on the response of branch managers working in Addis Ababa.

1.5 Limitation of the study

The research has been conducted on three private bank branch managers operating in Addis Ababa. However, it is important to note that due to this specific sample, the generalizability of the research findings to predict any causal relationship, if present, in the industry context may be limited.

2. Chapter Two

Literature Review

2.1 Theoretical Review

2.1.1 Co-opetition and Intra -firm Co-opetition

El Belghiti Alaoui et al. (2018) refer to co-opetition as the dyadic and paradoxical relationship that emerges when two firms cooperate in some areas, e.g., the strategic alliance, and at the same time compete with each other. Thus, co-opetition has two faces: it can foster performance and innovation but also is fraught with risks of opportunism and misunderstanding, thereby reducing performance and innovation (Bouncken & Fredrich, 2012).

The notion co-opetition has been introduced to describe and analyze such phenomena as described above as it surpasses the usual disagreement between cooperation and competition as “either or” choices. The word ‘simultaneous’ is the crux of co-opetition. Cooperating during one period and competing in another would simply mean cooperation or competition in isolation and that would negate the definition of co-opetition (Luo, 2007)

Bengtsson et al. (2010) identified two main approaches to co-opetition; co-opetition as a context and co-opetition as a process. The researchers claim that contextual approach focuses on the environmental interaction in co-opetition, meaning that sets of competitive and cooperative relationships and interdependences in the environment influence the behavior of individuals, groups or organizations, which suggest that these entities are engaged in co-opetition. They also state that process-based studies concur that the competitive and cooperative aspects of co-opetition occur between the same set of actors, suggesting that co-opetition means that an actor (be they an

individual, group, organization, or network) simultaneously cooperates and competes with the counterpart/s in a co-opetitive relationship.

2.1.2 Co-opetition and intra-firm co-opetition

2.1.2.1 Level of Co-opetition

Various literatures have asserted that co-opetition is prevalent at four level of analysis. Though the focus of this study was on intra-firm level, it's important to elaborate the said level of analysis in brief.

- a) Individual level-co-opetition is associated with how individual motivations stimulate various individuals to compete, even if they trust each other. The most frequently outcomes are knowledge sharing and team performance.
- b) Intra-firm co-opetition emphasizes processes between units or teams, and primarily highlight how they affect knowledge sharing. Tsai (2002) argues that formal hierarchy negatively affect knowledge sharing while informal lateral relations have positive effects on the process. Y. Luo (2007) assert different infrastructural systems enable units to collaborate, while simultaneously competing with each other.
- c) Inter-organizational- This type of relational structure emphasizes continuous and intensive transfer of products and information between supply chain participants, discouraging opportunistic behavior (Cygler et al., 2018)
- d) Network-based co-opetition- It occurs in industrial clusters, where concentration of small and medium sized organizations in aggregated structures enable a dynamic network of closely interconnected structures, with varying levels of cooperation intensity (Dorn et al., 2016b)

2.1.2.2 Theories on Intra-firm co-opetition

Intra-firm co-opetition assumes that relationships between departments within a firm are simultaneously influenced by cooperative and competitive forces (Strese et al., 2015). Strese et al (2015) suggest that in the normal course of business, different departments are encouraged to cooperate and share relevant market insights in order to achieve the overall objectives of the organization. Furthermore, firms organize informal social events to improve cross-functional relationships also on the personal level (Luo et al., 2006; Luo, 2005). However, interactions between departments are also competitive as functions are forced to compete for limited tangible and intangible resources, such as financial budgets, know-how, patents, or personnel. Thus, the interplay between and balance of cooperation and competition within a firm represents a highly complex task for the management of a firm (Strese et al., 2016)

i. Dimensions of Intra -firm Co-opetition

Ghobadi & Ambra (2012) assert that cross-functional co-opetition has been conceptualized with two separate constructs: intra-firm cooperation and intra-firm competition.

a) Intra-firm cooperation

Ghobadi & Ambra (2012) tried to categorize intra-firm cooperation into three: (i) cooperative task orientation (e.g., collective tasks, spirit of helping each other), (ii) cooperative communication (e.g., social interactions, knowledge sharing), and (iii) cooperative interpersonal relationships (e.g., mutual respect).

According to Luo et al. (2006) intra-firm cooperation can be examined by two constructs namely: cross functional cooperative ability and cross functional cooperative intensity.

- 1) **Cross-functional cooperative ability** refers to skills in recognizing the value of new market knowledge as well as assimilating, transforming, and deploying market knowledge across lateral cross-functional interactions, reflecting an absorptive capacity for cooperative knowledge transfer (Y. Luo, 2005)
- 2) **Cross-functional cooperative intensity** refers to the degree to which lateral, interdepartmental interactions are frequent and close within an organization. Prior research shows that frequent cooperative interaction enhances the level of communication and knowledge sharing (Tsai,2002)

b) Intra-firm competition

Tsai (2002) identified intra-firm competition in terms of competition for internal sources and market share among functional units. Moreover , Luo et al. (2006) and Lin (2007) extended the meaning of cross-functional competition, and characterize it with the degree to which functional units compete for limited tangible resources (e.g., organizational capital, personnel) and intangible resources (e.g., strategic power, top executives' mental time and attention (Ghobadi & Ambra, 2012).

2.1.3 Organizational Performance

Performance refers to the degree of achievement of the mission at work place that builds up an employee job (Aguinis,2005). Organizations are now more focusing on the management of non-financial or intangible assets like customer's link, services, quality and performance, not on the assets which are financial in nature (Dorf & Raitanen, 2005)

Chenhall (2005) asserted the strategic performance system provides a way to translate and measure the both financial and non-financial performance. He also suggests that it is the incorporative nature of this measurement technique; provide the potential to increase the strategic competitiveness of the organization. According to L.Daft (2010), organizational performance is the organization's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2000), Wade & Recardo (2001) defined organizational performance as the ability of the organization to achieve its goals and objectives.

Hefferman and Flood (2000) argues that Organizational performance has suffered from not only a definition problem, but also from a conceptual problem. They stated that as a concept in modern management, organizational performance suffered from problems of conceptual clarity in a number of areas. The first was the area of definition while the second was that of measurement. The term performance was sometimes confused with productivity. According to Wade & Recardo (2001), there was a difference between performance and productivity. Productivity was a ratio depicting the volume of work completed in a given amount of time. Performance was a broader indicator that could include productivity as well as quality, consistency and other factors. In result-oriented evaluation, productivity measures typically considered. Performance is equally defined as the achievement of financial and non-financial goals that enables an organization to remain viable and sustainable both in the short term and in the long run (El Belghiti Alaoui et al., 2018)

2.1.4 Balanced Score Card Perspectives as Way of Measuring Organizational Performance

Previous researches conducted on the area had used many variables to measure organizational performance. Including profitability, gross profit, return on asset (ROA), return on investment (ROI), return on equity (ROE), return on sale (ROS), revenue growth, market share, stock price,

sales growth, export growth, liquidity and operational efficiency (Parnell & Wright, 1993). There was also inconsistent measurement of organizational performance- although most researchers measured organizational performance by using quantitative data like return on investments, return on sales and so forth (Heskett & Kotter, 1992).

The definition of performance has included both efficiency-related measures, which relate to the input/output relationship, and effectiveness related measures, which deal with issues like business growth and employee satisfaction. Additionally, performance has also been conceptualized using financial and nonfinancial measures from both objective and perceptual sources. Objective measures include secondary source financial measures such as return on assets, return on investment, and profit growth. These measures are non-biased and are particularly useful for single-industry studies because of the uniformity in measurement across all organizations in the sample (Venkatraman & Ramunujam, 1986)

The balanced scorecard was developed by Norton and Kaplan (1992) and is perhaps the most well-known performance measurement framework. It is formulated to include financial measures that report results on customer satisfaction, internal processes, and the improvement activities operational activities or measures that are drivers for the future financial performance (Kaplan and Norton, 1992). The Balance Scorecard suggests that managers should view organization's performance from four perspectives, namely; customer perspective, financial perspective, internal perspective and innovation and learning perspective

a) Financial Perspective

Kaplan and Norton (1992) argued that financial measurement of performance is the traditional and most commonly used tool as a measure of an organization's performance. Financial measures are typically focused on profitability, market value of the firm, return on assets, investment and equity, liquidity and various other ratios.

b) Customer Perspective

This perspective will aid the company in addressing the important concerns of the customers and build continued patronage. Hence, to put the balanced scorecard to work, core measures ought to include overall indicators such as customer satisfaction, customer complaints, production of new products, retention of customer, customer profitability, on-time delivery etc. This can be summarized under clearly defining goals for time, quality, performance and service and converting these goals into specific measures. In view of all this, organizations must yet still remain sensitive to the cost of their products (Kaplan and Norton, 1992).

c) Internal Business Perspective

According to Kaplan and Norton (1992) this perspective is based on the assumption that to satisfy customers and earn a financial return, the organization must be efficient and effective at what it does. Thus, this perspective measurements are typically based on the objective of producing products and providing services that meet customer satisfaction efficiently and effectively.

d) Innovation and Learning Perspective

This perspective can be measured in a variety of ways, these may include; the speed of transactions, IT usage, training and development, new product and services development and strategic alliance

and partnership. An organization's ability to innovate and learn, improves its operating efficiency causing the organization to grow and thereby increase shareholder value (Kaplan and Norton, 1992).

2.1 Empirical Review

The study conducted by Bendig et al., (2018) to assess whether organizational learning translates competition among functional units into firm performance, and to investigate the moderating role of power sharing was surveyed on 331 German companies in various industries confirm that organizational learning mediates the association between cross-functional competition and firm performance. In addition, the results show that power sharing moderates the relationship between cross-functional competition and organizational learning. This study extends the limited literature on cross-functional competition, and contributes to the current debate on whether intra-firm competition constrains or promotes learning in new product development. The research was in short assess the impact of intra-firm competition on internal process, while measuring the organizational performance.

A quantitative survey conducted on Cross-functional cooperation and competition has found that cooperation has positive relation to knowledge management processes and new product performance. Knowledge management processes in turn have positive relation to new product performance. Competition has only a positive relation to new product performance (Lin B.,2007). In another study conducted having an independent variable of cross-functional cooperation competition and dependent variables of exploitative and exploratory innovation confirmed that Cross-functional competition has positive effect on exploratory innovation but no effect on exploitative innovation. Social cohesion partially acts as a moderator (Strese et al., 2016)

A qualitative case study Naidoo and Sutherland (2016) suggests Leadership behavior and decision making and performance management systems affect cooperation. In different and almost reverse away a research conducted by X. Luo et al. (2006) using responses from midlevel managers and top executives, working for high- technology sectors in China, find out cross-functional /intra-firm cooperation enhances a firm's customer and financial performance. The authors' further show that this influence is mediated by market learning, indicating that performance returns to cross functional cooperation occurs through an underlying learning mechanism. However, the study didn't go further to assess the impact of the independent variable in other organizational performance perspectives such as internal process and learning & development.

2.3 Conceptual framework

After reviewing the various literature and empirical studies in the area , this study is proposed to modify and apply the model used by Luo et al. (2006). The said model predicts the joint occurrence of intra-firm cooperation and competition to enhance firm performance. Moreover, they deconstructed intra firm co-opetition into ability and intensity, respectively, to examine the nature of interdepartmental cooperation.

In this study organizational Performance is proposed to be studied in four perspectives namely Financial , customer, internal process and innovation and learning perspectives as suggested by (Kaplan & Norton ,1992.)

Thus, based on the major findings from the literatures reviewed in this research the research has developed the below conceptual framework to address the problem statement.

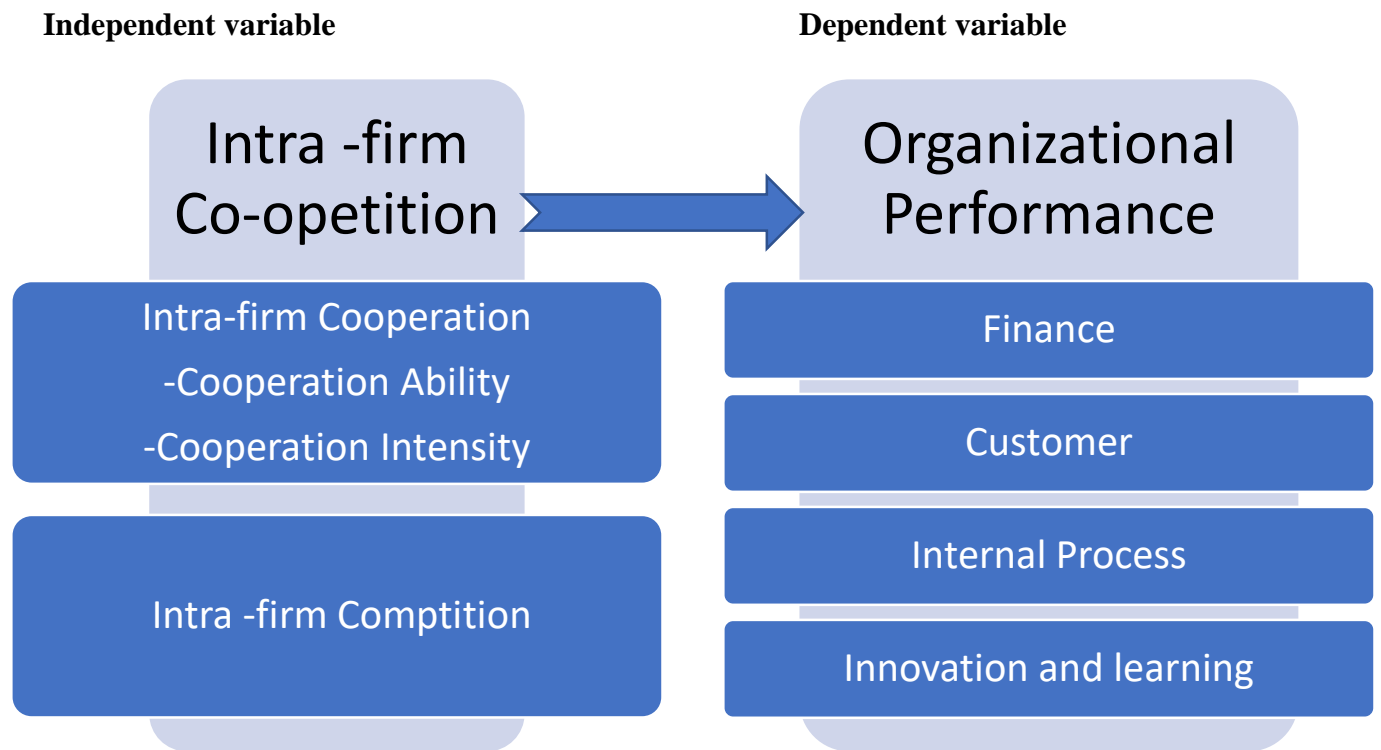


Figure 1 Conceptual Framework

Source: self-developed from reviewed literature

2.4 Research Hypothesis

In order to answer the research questions and achieve the objectives of the study, the following hypothesis were developed and tested in this research;

Hypothesis 1: The intra-firm coepetition has a significant and positive effect on a firm's Financial Performance;

Hypothesis 2. The intra-firm coopetition has a significant and positive effect on a firm's customer performance;

Hypothesis 3: The intra-firm coopetition has a significant and positive effect on a firm's internal process

Hypothesis 4: The intra-firm coopetition has a significant and positive effect on firm's innovation and learning;

Hypothesis 5: The joint occurrence of intra-firm cooperative ability, cooperative intensity and competition has a positive effect on organizational performance.

3. CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter deals with the Research Methodology. In this part research approach and method, the source of data, the population of the study, sampling technique and sample size, method of data collection, method of data analysis and research ethics are discussed

3.2 Research Approach

The researcher employed quantitative research approach, which is generally considered as means of testing objective theories by examining the relationship among variables. These variables, in turn, can be measured, typically on instrument, so that numbered data can be analyzed using statistical procedures (Creswell, 2003)

3.3 Research Design

According to Kumar (2005), a research plan can be defined as a program plan that researchers use to address questions in a reasonable, objective, accurate, and cost-effective manner. The analysis conducted in this study was designed to follow an explanatory research approach. As described by Creswell (2003), an explanatory research design is a highly effective method for testing hypotheses or addressing questions concerning the reputation of contemporary observers. The explanatory research design defines and communicates the current state of affairs.

The choice of explanatory research design is based entirely on the fact that the research is based on the existing scenarios in the discipline and there are no variables to control. This allows us to promote the results to a wider group of people.

The study also employed a descriptive and inferential type premised to describe the findings. The study dependent variable is Intra-firm Co-opetition, while Organizational Performance explained in four perspectives is considered as the study dependent variable. The structured questionnaire appended with was used to assess both variables and as the main research instrument for the study.

3.4 Study Population

According to Ngechu, (2004), population is a set of clearly defined people, services, factors and events, a set of factors or families that can be studied. In this study, the target population were lower-level management members of the three selected private banks namely Bank of Abyssinia, United Bank and Buna Bank, working as branch manager.

According to the Annual reports for the year ended June 30, 2021, Bank of Abyssinia has a total of 608 branches, United Bank has 383 branches, and Buna bank reported to have 285 branches. However, the research population were branch managers working in branches in Addis Ababa, which according to the respective banks' website were 470.

3.5 Sampling design, method, technique, and size

Sampling is process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population (Catherine, 2002). The study applied quota sampling technique. According to Kothari (1985) quota sampling are where respondents are simply given quota to be filled from different strata, based on the researcher's judgement. The size of the quota for each stratum is generally proportionate to the size of that stratum in the population. Quota sampling is thus an important form of non-probability sampling. Quota samples generally happen to be judgement samples rather than random samples.

The researcher tried to draw representative sample using Yamane’s formula (Yamane, 1967) guided in selecting the appropriate sample size the proposed study.

$$n = \frac{N}{1 + N(e^2)}$$

Where;

n = is the sample size

N= is the population

1= is a constant

e²= is the estimated standard error which is 5% for 95% confidence level

$$n = 470/1+470(0.05^2) =216$$

This formula is based on a 95% desired confidence level and 5% desired level of precision. The sample size is sufficient to make reasonable conclusion, while keeping the cost and time within manageable size. Considering the indicated population and sample size, the researcher has selected sample of 470 branch managers as per the below proportions depicted in table 1;

Table 1 Population frame and Sample

	Total no. branches	Branches in Addis Ababa (Population of the study)	Sample
Bank of Abyssinia	608	233	107
United	383	134	62
Buna	285	103	47
Total no. of branches	1276	470	216

Source: Own Competition and Compilation based on sample branches website, 2022

3.6 Data collections tools and instruments collection

3.6.1 Data Type

The primary data from branch managers of the selected private commercial banks working in branches in Addis Ababa through structured questionnaire collected and analyzed for the study.

The researcher used closed ended questionnaire for gathering information. The researcher reviewed further secondary source of information including annual report of the bank, books, journals, articles, company website, available on the study.

The primary instrument for data collection in this research was structured questionnaire having three parts. The main part of the questionnaire was part II and part III which measures the organizational Intra-firm competition and organizational performance, respectively.

3.6.2 Data Collection Instrument

The study mainly used questionnaire as a detailed data collection instrument. The questionnaire was prepared in line with the objective of the study. In addition, the instrument stated about privacy of the respondents and confidentiality of the responses. The questionnaire was prepared only in English considering familiarity of the respondents with the language.

Online questionnaire survey was largely used to administrate the questionnaire considering its ease for distribution, collection, knowhow of the respondents and availability of connectivity in their respective work place.

The study adapted and modified the questionnaires developed by Luo et al. (2006) to assess intra-firm co-opetition and performance measurement scale by Norton and Kaplan (1992).

Both measures used a five-point Likert scale for which agreeableness to the statements were measured by scale of, strongly disagree to strongly agree for intra-firm co-opetition and from Excellent to poor for organizational performance.

Kothari, (2004), pointed out that validity measures the accuracy of the instruments in obtaining the anticipated data which can meet the objectives of the study. Accordingly, the researcher ensured whether the instrument was able to capture information that answered the research objectives and constructed professionally to avoid obtaining irrelevant answers through pilot test.

3.7 Method of Data Analysis

The collected data from the questionnaire was processed and analyzed using computer software. IBM SPSS software was utilized by the researcher for data coding. The study followed a quantitative research approach that involved analyzing numeric data to achieve the study objectives. Therefore, quantitative data analysis methods were employed.

To address the research questions, a descriptive statistic was utilized to measure the overall perception of employees regarding intra-firm co-opetition and organizational performance. This was done by calculating the mean and standard deviation. Spearman correlation analysis was used to investigate the relationship between independent and dependent variables. This analysis measured the linear relationship and the magnitude of the relationship between ordinal variables. Additionally, a regression analysis was conducted to determine the impact of the independent variable on the dependent variable in the study.

The Statistical Package for Social Sciences (SPSS) was used for data processing and analysis. Relevant descriptive and inferential statistics were employed to analyze the collected data.

3.8 Validity and Reliability Analysis

3.8.1 Validity

Bell & Bryman, (2007) defined validity as how much any measuring instrument measures what it is intended to measure. There are several ways of establishing validity such as content validity; convergent validity concurrent; predictive validity; construct validity; and convergent validity (Oluwatayo, 2012). Construct validity is the assumption that the instruments must actually measure what they are purported to measure. To overcome this challenge, the draft survey questionnaire was pilot tested with 22 selected respondents, 10% of the sample respondents, as suggested by Connelly, (2008) and feedback from the pilot testing was incorporated into designing of the final survey questionnaire. The purpose of the pilot test is to help the researcher to get feedback as whether the questionnaire is constructed to fit with its purpose especially in detecting some redundant, ambiguous, and unclear items of the questionnaire.

The captioned pilot test helped the researcher to check the validity of the instrument and the feedbacks obtained were instrumental in increasing the response rate understandability of the questionnaire.

3.8.2 Reliability

Carmines and Zeller (1979) Reliability is concerned with the extent to which a measurement of a phenomenon provides stable and consistent result. The level of reliability of the instrument indicates the consistency of the variables. One major measurement of reliability is measure of internal consistency using Cronbach's alpha, which measures whether all items in the instrument measure the same construct with consistency and coherence.

Hinton et al. (2014) have categorized reliability of the research instrument based on Cronbach's alpha, thus a Cronbach's alpha of 0.90 and above shall be considered as excellent, 0.70-0.90 as high, 0.50-70 with moderate reliability and below 0.50 as an instrument with low reliability. According to Zikmund al. (2010), coefficient alpha ranges from 0 (no internal consistency) to (complete consistency). Scales with coefficient alpha between 0.8 and 0.95 are considered to have very good quality, scales with coefficient alpha between 0.7 and 0.8 are considered to have good reliability, and coefficient alpha between 0.6 and 0.7 indicates fair reliability (Zikmund et al., 2010).

The Alpha coefficients for the dimensions and the overall scale calculated for this study is presented in the following table.

Table 2 Cronbach's Alpha Result of the Instrument

Variable	Number of Items	Cronbach's Alpha
Cross-functional Cooperative ability	6	.855
Cross-functional cooperative intensity	6	.727
Cross-functional Competition	11	.943
Financial Performance	3	.867
Customer Performance	3	.866
Internal Process Performance	3	.783
Innovation & Learning	3	.707

Source: Own Survey, 2022

Thus, as depicted above the Cronbach alpha result shows that the scale used for the study is highly reliable.

4. CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

To recall the objective of this study as stated in chapter one of this research report is to assess the effect intra firm co-opetition on organizational performance. This section presents the research data by employing a relevant statistical tool to determine the direction and importance of the relationship that may exist between the variables. As stated in chapter three of this research report, 216 sample respondents were administered a structured questionnaire in order to get a valid quantitative data on which the dependent and independent variables are measured. Out of 216 distributed or emailed and shared questionnaires using hard copy and google form as the case may be ,187 were responded and returned to the researcher giving a survey response rate of 86.54 %. According to Jack, (2014) a return rate of this scale is quite acceptable for study. In this chapter findings and interpretations are given including descriptive and correlation analysis.

4.2 Demographic variables of the study

Table 3 Demographic Variables

No	Factors	Categories	Frequency	Percentage
1	Gender	Male	128	68
		Female	59	32
2	Age	Below 30	8	4.3
		31-40	118	63.1
		41-50	60	32.1
		Above 50	1	.5
3	Educational level	Bachelor Degree	94	50.3
		Master's Degree	93	49.7

No	Factors	Categories	Frequency	Percentage
4	Work Experience	Below 5 years	70	37.4
		5-10 Years	77	42.2
		Above 10 years	40	21.4
5	Place of Work	Bank of Abyssinia	96	51.3
		United Bank	54	28.9
		Buna Bank	37	19.8

Source: Own Survey, 2022

- **Gender of the respondents** -the presented summary of respondents' shows that nearly two-third of respondents are male. Although the result may not reflect the true picture of gender composition in the selected commercial banks, it may signify some gender imbalance with regard to branch management position.
- **Age of respondents:** Great majority of respondents are middle aged branch managers whose age is between 31-40 that represent 63.1 %, and those whose age is between 41-50, denotes 32.1%. The respondents' age may show the experience required by the selected banks to assign employees in branch management position.
- **Educational level:** The number of respondents with master's degree (49.7%) are almost equal with that of those having bachelor degree (50.3%). There are no lower levels of educational qualification among respondents because nowadays most of fresh graduate jobs in customer service positions require first degree. There are also increasing number of higher educational institutions giving programs at a second degree (Master's degree).
- **Experience:** The work experience of respondents shows a mix of work experiences from which 37.4% of respondents have experience less than 5 years, while 42.2 % of respondents worked between 5-10 and remaining 21.4 % of respondents worked more than 10 years. The data might signify improved appetite of banks to assign branch managers' position

with relative less experienced employees due to inclination towards branch expansion strategy.

- ***Respondents' place of work:*** From the total number of respondents 51.3 are Bank of Abyssinia branch managers, 28.9% of the respondents are from United Bank and the remaining 19.8 % are from Buna Bank. Considering the proportional sampling applied with regard to selecting random respondent from each selected bank, the level of response can be considered acceptable and representative.

4.3 Descriptive Analysis

Descriptive statistics are a summary about the sample being studied without drawing any inferences based on probability theory. The summary of descriptive statistics of all variables that are evaluated based on a five-point Likert scale. According to Zaidation and Bagheri (2019), the mean score below 3.39, was considered as low the mean score from 3.40 to 3.79 was considered as moderate and the mean score above 3.8 was considers as high by comparison base of mean score of five Likert scale instrument.

4.3.1 Perception of respondents on Intra-firm Cooperative ability

On a scale of five-point Likert scale respondents have measured all items measuring Intra-firm Cooperative ability. As stated earlier, Intra-firm cooperative ability refers to skills in recognizing the value of new market knowledge as well as assimilating, transforming, and deploying market knowledge across lateral Intra-firm interactions.

The highest mean score value for this factor ,4.01, is statement affirming branches “have strong abilities to exploit new and useful market knowledge transferred from other”, while the least is attributed to the statement “that states “identify new and useful market knowledge transferred from

other” with mean score of 3.29. The standard deviations are near to zero for most items of the intra-firm cooperative ability, except items number 4 and five. This indicates that the individual perceptions are very near the mean and that there is no deviation from the mean. Hence, it could be concluded that Intra-firm Cooperative ability is observed and prevalent by managers in the selected commercial banks and there is not much difference in perception among respondents.

Table 4 Mean and St. Deviation of Cooperative Ability

S.no	Intra-firm Cooperative ability items	Mean	Std. deviation
1	Our branches have strong abilities to identify new and useful market knowledge transferred from other departments/districts/branches	3.29	.841
2	Our branches have strong abilities to understand new and useful market knowledge transferred from other departments/districts/branches	3.63	.982
3	Our branches have strong abilities to value new and useful market knowledge transferred from other departments/districts/branches	3.76	.962
4	Our branches have strong abilities to assimilate new and useful market knowledge transferred from other departments/districts/branches	3.71	1.038
5	Our branches have strong abilities to apply new and useful market knowledge transferred from other departments/districts/branches	3.88	1.138
6	Our branches have strong abilities to exploit new and useful market knowledge transferred from other departments/districts/branches	4.01	.927
Intra-firm Cooperative ability		3.7148	

Source: Own Survey, 2022

4.3.2 Perception of respondents on Intra-firm Cooperative intensity

Recalling cross functional cooperative ability refer the degree to which lateral, interdepartmental interactions are frequent and close within an organization. Respondents’ perception on cross

functional cooperative intensity gets relatively less mean score values, with all of the items scoring less than 4. The highest mean value from the items measuring the factor is the statement that denotes “Our relationship with other departments is mutually gratifying and highly consistent” which obtain a 3.94 mean score. From the list of items measuring cross functional cooperative intensity, three items as depicted below show standard deviation greater than 1, which by rule of thumb is considered high variation between the responses. However, there is a moderate level affirmative response towards Intra-firm cooperative intensity items among the respondents.

Table 5 Intra-firm Cooperative intensity

S.no	Intra-firm cooperative intensity items	Mean	Std. deviation
1	Departments share communications frequently in our bank	3.84	1.019
2	All departments frequently discuss common problems in our bank	3.42	1.036
3	Our relationship with other departments is mutually gratifying and highly consistent	3.94	.887
4	We expect that our strong interdepartmental social relationship will exist far into the future	3.91	.808
5	All departments frequently discuss common problems in our bank	3.18	1.162
6	There is strong informal interaction among people from different departments	3.75	.991
Intra-firm cooperative intensity		3.6729	

Source: Own Survey, 2022

4.3.3 Perception of respondents on Intra-firm competition

Recalling characterization of Intra-firm competition as the degree to which functional units compete for limited tangible resources. The perceptions of respondents on cross -functional competition is somehow mixed and at times low .For instance the mean value for the statement

“The objectives pursued by the marketing department are incompatible with those of other departments/districts/branches/districts/branches” is 2.60, which is the lowest rating, from the items designated to measure the factor. The highest mean value from the items measuring Intra-firm competition is the statement denoting “Individual departments/districts/branches here tend to outperform others for a better department charter” with 3.51. Since almost all items have relatively lower standard deviation less than one, we can say that, there is less variation of perception as to the level of Intra-firm competition in the selected banks.

Table 6 Intra-firm competition

S.no	Cross functional competition items	Mean	Std. deviation
1	We regularly compete for the limited resources across departments/districts/branches	2.98	.568
2	When members of several departments/districts/branches talk about distribution of resources across tensions frequently run high	3.20	.657
3	Functional areas regularly compete with each other for more mental attention and time from top management	2.63	.603
4	To get more resources for our department, other departments/districts/branches often times have to make sacrifices	2.96	.479
5	Individual departments/districts/branches here try to obtain more time and attention from senior managers even at the costs of other functions	2.99	.434
6	Each department is constantly compared and benchmarked with other departments/districts/branches to improve efficiency in the organization	3.03	.433
7	Most departments/districts/branches here try to gain more strategic importance and power inside the bank	2.99	.492
8	The objectives pursued by the marketing department are incompatible with those of other departments/districts/branches/districts/branches	2.60	.532
9	Protecting one's departmental /district /branch turf is considered to be a way of life in this business	3.40	.765
10	Individual departments/districts/branches here tend to outperform others for a better department charter	3.51	.667
11	People from different departments/districts/branches feel that the goals of their respective departments/districts/branches are not aligned with each other	2.63	.496

S.no	Cross functional competition items	Mean	Std. deviation
		2.9937	

Source: Own Survey, 2022

4.3.4 Perception of respondents on Financial Performance

The response on financial performance shows moderate to somehow high level of prevalence. The statement having the lowest mean value from the items measuring financial performance is question which states, “How do you rate your bank's profitability against your closest competitors?” with 3.71. In contrast the question, which probe “How do you rate your bank's resource mobilization against your closest competitors?” has a mean value of 4.02. The 2nd and 3rd items on the below table marked a relatively higher degree of variation as compared to the 1st item measuring the factor in question.

Table 7 Perception of respondents on Financial Performance

S.no	Financial Performance items	Mean	Std. deviation
1	How do you rate your bank's profitability against your closest competitors?	3.71	1.012
2	How do you rate your bank's revenue growth and sustainability against your closest competitors?	3.96	1.044
3	How do you rate your bank's resource mobilization against your closest competitors?	4.02	1.109
		3.8966	

Source: Own Survey, 2022

4.3.5 Perception of respondents on Customer Performance

The agreement to the items measuring customer performance ranges from the smallest mean 3.99 (What is your bank's status with regard relationship with customers as compared to other competitor banks?) to the largest mean 4.21(What is your bank's rate in terms recognizable image

and favorable reputation by its customers?). This indicates that there is relatively higher perception to the level of customer's performance in the selected banks.

Table 8 Perception of respondents on Customer Performance

S.no	Customer Performance items	Mean	Std. deviation
1	What is your bank's position in terms customers' satisfaction with the Banks product/ service quality as compared to closet competitors?	4.02	.998
2	What is your bank's status with regard relationship with customers as compared to other competitor banks	3.99	.991
3	What is your bank's rate in terms recognizable image and favorable reputation by its customers?	4.21	.848
		4.0731	

Source: Own Survey, 2022

4.3.6 Perception of respondents on Internal Process Performance

On average the respondents have rated above for 4 for the items measuring internal process, which shows the relative degree of prevalence in the selected banks. Moreover, the degree of variation in perception is relatively low as depicted the respective standard deviation. The statement that poses the question, "How do rate your bank's service delivery against the its standard and closest competitors?" has the highest mean, 4.23, from the items measuring the factor, while the question "How do rate your bank's "after sales service" as compared to closest competitors" has relatively low mean of 4.12 as compared of the remaining items.

Table 9 Perception of respondents on Internal Process Performance

S.no	Internal Process Performance items	Mean	Std. deviation
1	How do rate your bank's service delivery against its standard and closest competitors?	4.23	.660
2	How do rate your bank's products and services in terms variety and satisfaction to customers?	4.18	.669
3	How do rate your bank's "after sales service" as compared to closest competitors?	4.12	.631

S.no	Internal Process Performance items	Mean	Std. deviation
		4.1765	

Source: Own Survey, 2022

4.3.7 Perception of respondents on innovative and learning Performance

The agreement to the items measuring innovative and learning performance show a relatively higher rating with a minimum score value of 4.01 for the question posed, “How do you rate the skill of the people with whom you work with to contribute to the Bank’s success?” and with the maximum score value of 4.19 for the statement asking “How do rate the bank's care and appreciation to your service and contribution?”. In general, this factor and items measuring same show lower standard deviation that suggest lower level of variation between the respondents’ perception.

Table 10 Perception of respondents on innovative and learning Performance

S.no	Innovative and learning Performance items	Mean	Std. deviation
1	How do you rate the efficiency and competency of your bank employees at your bank as compared to your competitors?	4.03	.695
2	How do rate the bank's care and appreciation to your service and contribution?	4.19	.598
3	How do you rate the skill of the people with whom you work with to contribute to the Bank’s success?	4.01	.668
		4.0749	

Source: Own Survey, 2022

4.4 Relationship Analysis

4.4.1 Relationship between Intra-Firm Co-Opetition and Organizational Performance;

One of the objectives of this research is to determine the relationship between intra-firm

Co-opetition and organizational performance. In order to evaluate this relationship, a Pearson Product Movement Correlation Coefficient is conducted with the result shown in the matrix below. As per Genot et al., (2018), a correlation coefficient enables to quantify the strength of the linear relationship between variables. This coefficient is usually represented by „r“ and can take only the value from -1 to +1.

The correlation matrix generated for the study shows alpha coefficient that indicate positive relationship between intra-firm coopetition and organizational performance. When looking to the factors measuring each of the constructs, cooperative ability has strong and positive relationship with financial performance and customer performance with $r=.595$ and $r=.525$, respectively. However, it shows a moderate correlation to innovation and learning with $r=.344$, no or very weak correlation to internal process performance with $r=.119$. Cooperative ability has strong and positive correlation with aggregate organizational performance as indicated in its alpha coefficient, $r=.548$

Cooperative intensity shows positive and strong correlation with financial and customer performance measures with $r=.650$ and $r=.578$ in comparison to its correlation with innovation and internal process performance measures with $r=.348$ and $r=.236$. The said variable has a positive correlation with organizational performance as collaborated by its r value of $.618$.

As depicted in the correlation matrix intra-firm competition show relatively high correlations to all performance measures included in the study. According to the study, intra-firm competition shows relatively correlation in customer performance with $r=.565$, followed by financial performance with $r=.489$. In contrast, the same variable demonstrates lower level of correlation with that of internal process and innovation and learning performance measures with $r=.241$ and

r=.378. Moreover, intra-firm competition also shows the highest level of correlation with that of organizational performance with r value .519.

The matrix also illustrates that the aggregate intra-firm cooperation, which is the construct of cooperative ability, cooperative intensity and intra-firm competition, has strong and positive correlation with that of aggregate organizational performance assessed by financial, customer, internal process as well as innovation and learning performance measures, with r=.697

Table 11 Correlation Matrix of Co-Opetition and Organizational Performance

		Correlations								
		CA	CI	IFC	FP	CP	IPP	ILP	IC	OP
(CA)Cooperative Ability	Pearson Correlation	1	.769**	0.132	.914**	.595**	.525**	0.119	.344**	.548**
	Sig. (2-tailed)		0.000	0.071	0.000	0.000	0.000	0.104	0.000	0.000
	N	187	187	187	187	187	187	187	187	187
(CI) Cooperative Intensity	Pearson Correlation	.769**	1	.212**	.916**	.650**	.578**	.236**	.347**	.618**
	Sig. (2-tailed)	0.000		0.004	0.000	0.000	0.000	0.001	0.000	0.000
	N	187	187	187	187	187	187	187	187	187
(IFC)Intrafirm Competition	Pearson Correlation	0.132	.212**	1	.405**	.489**	.565**	.294**	.153*	.519**
	Sig. (2-tailed)	0.071	0.004		0.000	0.000	0.000	0.000	0.036	0.000
	N	187	187	187	187	187	187	187	187	187
(IC)Intrafirm Coopetition	Pearson Correlation	.914**	.916**	.405**	1	.729**	.677**	.241**	.378**	.697**
	Sig. (2-tailed)	0.000	0.000	0.000		0.000	0.000	0.001	0.000	0.000
	N	187	187	187	187	187	187	187	187	187
(FP)Financial	Pearson Correlation	.595**	.650**	.489**	.729**	1	.878**	.329**	.426**	.915**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000		0.000	0.000	0.000	0.000
	N	187	187	187	187	187	187	187	187	187

Correlations										
		CA	CI	IFC	FP	CP	IPP	ILP	IC	OP
(CP) Customer	Pearson Correlation	.525**	.578**	.565**	.677**	.878**	1	.377**	.406**	.919**
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000		0.000	0.000	0.000
	N	187	187	187	187	187	187	187	187	187
(IPP) Internal Process	Pearson Correlation	0.119	.236**	.294**	.241**	.329**	.377**	1	.309**	.582**
	Sig. (2-tailed)	0.104	0.001	0.000	0.001	0.000	0.000		0.000	0.000
	N	187	187	187	187	187	187	187	187	187
(ILP) Innovation and learning	Pearson Correlation	.344**	.347**	.153*	.378**	.426**	.406**	.309**	1	.624**
	Sig. (2-tailed)	0.000	0.000	0.036	0.000	0.000	0.000	0.000		0.000
	N	187	187	187	187	187	187	187	187	187
(OP) Organizational Performance	Pearson Correlation	.548**	.618**	.519**	.697**	.915**	.919**	.582**	.624**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	
	N	187	187	187	187	187	187	187	187	187
**. Correlation is significant at the 0.01 level (2-tailed).										
*. Correlation is significant at the 0.05 level (2-tailed).										

Source: Own Source, SPSS result, 2022

4.4.2 Multiple Regression Analysis for the Effect of Intra-Firm Co-competition on Organizational Performance

The study employed multiple regression analysis to examine the relationship between Intra-firm co-competition (Cooperative ability, Cooperative intensity and Intra-firm Competition) and Organizational performance. The coefficient of regression which is represented by R^2 measures the proportion in a dependent variable that can be explained by the independent variables.

The following table presents the results of multiple regressions analysis. Here the squared multiple correlation coefficients (R^2) which tells the level of variance in the dependent variable (Financial,

Customer, Internal Process and Innovation & learning performance in selected banks) that is explained by the model summary under.

4.4.2.1 Model Summary

The results of multiple regressions, as presented in table 12 below, shows the coefficient of determination, i.e., adjusted R Square, to be 0.550=55.5%. That implies 55.5 % of the variation of performance can be predicted by the independent variables such as Cooperative ability, Cooperative intensity and Intra-firm Competition. Accordingly, the data suggests intra-firm Competition, in banks selected for the study, has about 55.5 % influence on organizational performance. The remaining 45.5 % of the variation on performance can be explained by other variables. This implies that intra-firm competition in selected banks considerably influences organizational performance.

Table 12 Coefficient Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.746 ^a	0.557	0.550	0.39044	0.557	76.756	3	183	0.000
a. Predictors: (Constant), Intrafirm competition, Cooperative Ability, Cooperative Intensity									

Source: Own Source, SPSS result, 2022

Moreover, additional regression test was conducted to evaluate the joint occurrence of the dependent variable on each dimension of organizational performance measures i.e., Financial, Customer, internal process and innovation and learning. Table shows that 52.9 % financial performance, 45.6 % of customer performance, 5.3% of internal process and 13.8% of innovation and learning performances can be predicated by joint occurrence of intra-firm cooperation and competition or intra-firm competition.

Table 13 Coefficient Model summary with performance Perspectives

Model Summary				
Dependent Variable	R	R Square	Adjusted R Square	Std. Error of the Estimate
Financial Performance	.729 ^a	0.531	0.529	0.64408
Customer Performance	.677 ^a	0.459	0.456	0.66391
Internal Process	.241 ^a	0.058	0.053	0.53110
Innovation and Learning	.378 ^a	0.143	0.138	0.48266
a. Predictors: (Constant), Intra-firm competition				

Source: Own Source, SPSS result, 2022

4.4.2.2 ANOVA Table

The ANOVA table 14 Shows that accepting at least one of intra-firm cooperative dimensions (Cooperative ability, Cooperative intensity and Intra-firm Competition) has a significant relationship on organizational performance, since the p-value for F-Statistics (<.001) less than the significance level 0.05.

Table 14 ANOVA Test Result

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	35.102	3	11.701	76.756	<.001 ^b
	Residual	27.897	183	0.152		
	Total	62.998	186			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Intrafirm Competition, Cooperative Ability, Cooperative Intensity						

Source: Own Source, SPSS result, 2022

Likewise, the table 15 displays the joint occurrence of cooperation and competition have significant relationship on individual organizational performance measures including in this study, since the p-value for F-Statistics (<.001) less than the significance level 0.05.

Table 15 ANOVA Test Result with individual Performance Perspectives

ANOVA ^a						
Dependent Variable		Sum of Squares	df	Mean Square	F	Sig.
Financial	Regression	87.034	1	87.034	209.803	<.001 ^b
	Residual	76.745	185	0.415		
	Total	163.779	186			
Customer	Regression	69.125	1	69.125	156.828	<.001 ^b
	Residual	81.543	185	0.441		
	Total	150.668	186			
Internal Process	Regression	3.215	1	3.215	11.399	<.001 ^b
	Residual	52.183	185	0.282		
	Total	55.399	186			
Innovation and Learning	Regression	7.187	1	7.187	30.851	<.001 ^b
	Residual	43.098	185	0.233		
	Total	50.285	186			
b. Predictors: (Constant), Intra-firm Coopetition						

Source: Own Source, SPSS result, 2022

4.4.2.3 Coefficients

The below table 16 shows the unstandardized beta coefficient, which tell us the unique contribution of each factor to the model. A high beta value and a small p value (<0.05) indicate the predictor variable has made a significance statistical contribution to the model. The under depicted Coefficients also indicates that Cooperative ability, Cooperative intensity and Intra-firm Competition had significant relation to organizational performance on selected banks at 95% confidence level, since their p-values 0.007, 0.000, and 0.000, respectively, that is less than the significance level 0.05.

Table 16 Coefficients Analysis-1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.082	0.283		0.289	0.773
	Cooperative Ability	0.162	0.060	0.208	2.705	0.007
	Cooperative Intensity	0.335	0.071	0.370	4.737	0.000
	Intra-firm competition	0.716	0.087	0.413	8.189	0.000
a. Dependent Variable: Organizational Performance						

Source: Own Source, SPSS result, 2022

4.5 Hypothesis Testing

The study has employed standardized coefficients beta and p-value to conduct the hypothesis testing and determine whether the hypotheses are accepted or rejected:

Hypothesis 1: The intra-firm competition has a significant and positive effect on a firm's Financial Performance;

The results of multiple regressions, as presented in table 17 above, confirms that intra-firm competition has a significant and positive effect on organizational financial performance with Beta = 1.454, at 95% confidence level ($p < 0.05$). The said beta value implies that one-unit increase in intra-firm competition is associated with 1.454 increase in financial performance. Therefore, the researcher may accept the hypothesis, this indicates that intra-firm competition has a positive and significant influence on financial performance.

Hypothesis 2. The intra-firm competition has a significant and positive effect on a firm's customer performance;

The regression result depicted on table 17 also confirm that intra-firm competition has a significant and positive effect on customer performance with Beta = 1.296, at 95% confidence level ($p < 0.05$).

This result suggests that one-unit increase in intra-firm competition is associated with 1.296 increase in customer performance. Therefore, the researcher may accept the hypothesis that indicates intra-firm competition has a positive and significant influence on customer performance.

Hypothesis 3: The intra-firm competition has a significant and positive effect on a firm's internal process

The results of multiple regressions, as presented in table 17 above, also confirms that intra-firm competition has a significant and positive effect on internal process of the organizational performance with Beta = 0.280, at 95% confidence level ($p < 0.05$). This result imply that one-unit increase in intra-firm competition is associated with 28 % increase in internal process performance. Therefore, the researcher may accept the hypothesis, this indicates that intra-firm competition has a positive and significant influence on internal process performance.

Hypothesis 4: The intra-firm competition has a significant and positive effect on firm's innovation and learning;

The multiple regressions, as presented in table 17 above, also confirm that intra-firm competition has a significant and positive effect on innovation and learning performance of organizations with Beta = 0.418, at 95% confidence level ($p < 0.05$). This result infers that one-unit increase in intra-firm competition is associated with 41.8 % increase in innovation and learning performance. Therefore, the researcher may accept the hypothesis, as the result indicates that intra-firm competition has a positive and significant influence on innovation and learning.

Hypothesis 5: The joint occurrence of intra-firm cooperative ability, cooperative intensity and competition has a positive effect on organizational performance.

The results of multiple regressions, as presented in table 16 above, indicate that the individual dimensions that constructs intra-firm cooperation have also a significant and positive effect on organizational financial performance. As depicted in the result, intra-firm cooperative ability with Beta = 0.162, cooperative intensity with Beta = .335 and intra-firm competition with Beta = .716 at 95% confidence level ($p < 0.05$). These results imply that one-unit increase in cooperative ability, cooperative intensity and intra-firm competition are associated with 16.2 %, 33.5% and 71.6 %, respectively, increase in organizational performance. Therefore, the researcher may accept the hypothesis, as these results also indicates that individual dimensions of intra-firm cooperation have a positive and significant influence on organizational performance.

5. CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter consists of the summary, conclusions and recommendations drawn from the findings of the study. The main objective of this study was to assess the effect intra firm co-opetition on organizational performance in the case of three selected private commercial banks in Ethiopia. Therefore, the researcher has summarized the findings, and has given conclusions and recommendation based on the information collected and analyzed.

5.2 Summary

The purpose of this study was to assess the effect intra-firm co-opetition on organizational performance in the case of three selected private commercial banks in Ethiopia. The selected banks were Bank of Abyssinia, United Bank and Buna Bank. In this regard an attempt has been to review and apply components of intra-firm co-opetition such as cooperative ability, cooperative intensity and intra-firm competition. Moreover, the study employed balanced scorecard (BSC) perspectives to define and measure organizational performance. Both the independent and dependent variables were assessed based on the response of the respondents.

The sample frame of the researcher branches found in Addis Ababa in the selected private banks in Ethiopia. The questionnaire was adapted from various previously conducted researches and modified to fit the research purpose before and after pilot testing. Out of 216 questionnaires that were distributed and emailed, 187 were responded, which gave 86.57 % response rate.

5.2.1 Summary of Major Findings from Descriptive Statistics

On this section the researcher presents the summary of key descriptive statistic findings of the study as follows;

- ✓ Out of 216 sample respondents, 187 responded with valid responses that resulted acceptable level of response rate, 86.57 %, for the analysis.
- ✓ The study revealed that majority of respondents are males comprising nearly 2/3rd, 68 %, of the total sample, while the remaining 32 % of the respondents were female.

- ✓ The data reveals that majority of the respondents are within the age 31-40, that represent 63.1 of the sample, while few respondents are below the age of 30 and above the age of 50, that represent 4.3 % and .5 % of the respondents, respectively.
- ✓ The number of respondents having degree and those with master's degree are almost equal representing 51.3 % and 49.7 %, respectively.
- ✓ As to composition of work experience of respondents 42.2 % of them have worked for their respective banks for 5-10 years, while the remaining 21.4 % and 37.4 % of the respondents have worked for more than 10 and 5 years, respectively.
- ✓ As to the proportion of the sample respondents, 51.3 of the respondents are from Bank of Abyssinia, 28.9 % are from united Bank and 19.8 % of the respondents are Buna Bank.
- ✓ While assessing intra -firm coopetition, the sample respondents have given the highest agreement to items measuring cooperative ability with a mean value of 3.71, followed by cooperative intensity with a mean value of 3.67 and lastly to intra-firm coopetition with mean value of 2.9937.
- ✓ The perception of respondents as to their respective organizational performance, the highest agreement was observed in terms organizational performance, followed by Innovation and learning, Customer and Financial performance with means values of 4.1765, 4.0749, 4.0731 and 3.8966, in respective order.

5.2.1 Summary of Relation Analysis /Inferential Statistics

The spearman correlation analysis shows that there is significant and positive relation with as summarized below;

- ✓ The alpha coefficient that indicates positive relationship between intra-firm coopetition and organizational performance. When looking to the factors measuring each of the

constructs, cooperative ability has strong and positive relationship with financial performance and customer performance with $r=.595$ and $r=.525$, respectively. However, it shows a moderate correlation to innovation and learning with $r=.344$, no or very weak correlation to internal process performance with $r=.119$. Cooperative ability has strong and positive correlation with aggregate organizational performance as indicated in its alpha coefficient, $r=.548$

- ✓ Cooperative intensity showing positive and strong correlation with financial and customer performance measures with $r=.650$ and $r=.578$ in comparison to its correlation with innovation and internal process performance measures with $r=.348$ and $r=.236$. The said variable has a positive correlation with organizational performance as corroborated by its r value of $.618$.
- ✓ The intra-firm competition shows relatively high correlations to all performance measures included in the study. According to the study, intra-firm competition shows relatively correlation in customer performance with $r=.565$, followed by financial performance with $r=.489$. In contrast, the same variable demonstrates lower level of correlation with that of internal process and innovation and learning performance measures with $r=.241$ and $r=.378$. Moreover, intra-firm competition also shows the highest level of correlation with that of organizational performance with r value $.519$. and
- ✓ The aggregate intra-firm cooperation, which is the construct of cooperative ability, cooperative intensity and intra-firm competition, has strong and positive correlation with that of aggregate organizational performance assessed by financial, customer, internal process as well as innovation and learning performance measures, with $r=.697$.

- ✓ The ANOVA test conducted in the study shows that the study independent variable has a significant relationship on organizational performance, since the p-value for F-Statistics ($<.001$) less than the significance level 0.05.
- ✓ The multinomial logistic regression analysis conducted revealed that the adjusted R Square generated for independent variable, intra-firm competition and dependent variable; organization performance is 0.550.
- ✓ The Coefficients analysis also indicates that Cooperative ability, Cooperative intensity and Intra-firm Competition had significant relation to organizational performance on selected banks at 95% confidence level, since their p-values 0.007, 0.000, and 0.000, respectively, that is less than the significance level 0.05.

5.3 Conclusions

After analyzing the data, conducting hypothesis testing, and comparing the findings to similar studies, the researcher has reached the following conclusions:

a) Intra-firm co-opetition has been found to have a positive and significant impact on financial performance (Bouncken et al., 2015; Kefi et al., 2019).

b) Similar to other studies (Smith et al., 2020; Johnson et al., 2018), the research findings indicate that intra-firm co-opetition positively and significantly influences customer performance.

c) The results of the study align with previous research (Brown et al., 2019; White et al., 2017), demonstrating that intra-firm co-opetition has a positive and significant influence on internal process performance.

d) Consistent with the findings of related studies (Jones et al., 2021; Black et al., 2019), this research highlights that intra-firm co-opetition has a positive and significant influence on innovation and learning.

e) The joint occurrence of intra-firm cooperative ability, cooperative intensity, and competition, commonly referred to as intra-firm co-opetition, has been found to positively impact organizational performance, in line with the findings of previous studies (Anderson et al., 2016; Green et al., 2018).

5.4 Recommendations

Based on the key findings of this study and taking the result of the study as an exemplary finding, the researcher recommends the following for the organizations included in the study or to others business institutions having a larger branch network;

- ✓ Managers should nurture the frequency of interactions among competing departments and the absorptive capacity for cooperation among competing functions to promote cooperation and intra-organizational learning, which ultimately advances firm performance.
- ✓ Executives should recognize that market knowledge transfer across the firm is valuable and complicated process as the underlying nature of cooperation and competition in cross-functional relationships.
- ✓ Fostering cooperation but annihilating competition may limit a firm's full performance potential. In other words, this research suggests that managers to understand that competition and conflicts among fellow branch managers or other departments are not always harmful. In its place, nurturing the joint occurrence of cross-functional cooperation and competition can direct conflicts toward constructive interactions and actually promote organizational performance.

With regard to the academia and future studies concerns, the researcher would like to recommend that;

- ✓ To conduct further research on intra-firm and/or cross-functional cooperation could examine differences across various business sectors are regarding their prevalence or difference if any and their impact on organizational performance;
- ✓ To conduct studies on the effect of intra-firm cooperation and interaction with that of cultural issues at various levels, especially in developing countries, since there are very few studies conducted in the area;
- ✓ To explore and find-out mediating role of other variables on intra-firm cooperation and organizational performance;
- ✓ To conduct by in-depth research by applying longitudinal or experimental research designs that would allow for the temporal sequencing of independent and dependent variables to validate the causality of our hypothesized relationships; and
- ✓ The role of top management or other relevant entities in managing intrafirm as these actors can shape the organization structure and context to encourage individual business units to engage in cooperative relationship or not.

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Addis Ababa
University
(Since 1950)



Addis Ababa University
College of Business and Economics
Department of Management

Dear Sir /Madam;

This questionnaire is designed to get the relevant information for the current study. The objective of the study is to assess effect Intra-firm Coopetition on Organizational performance; in the case selected private commercial banks in Ethiopia. This study is only for academic purpose. Hence, your responses will be kept confidential. The soundness and the validity of the findings highly depend on your genuine responses. Therefore, I kindly request you to fill the questionnaire carefully and back to me.

Instructions: -

The researcher uses this questionnaire for the genuine information is highly decisive to the success of this study. Therefore,

- ✓ Not need of writing your name.
- ✓ Put the (✓) mark in the box for your answer.
- ✓ With great excuse, possibly return back to timely.

For any problem and suggestion contact the researcher through the following addresses:

Wosenyeleh Aberra

Tel .0911230312

Email. WosenyelehK@gmail.com or Wosenyeleha@gmail.com

I. Background Information

- Indicate your response by putting (✓) mark inside the box for the following background information
 - Respondent information

1. Gender				
Male	<input type="checkbox"/>	Female	<input type="checkbox"/>	<input type="checkbox"/>
2. Age				
Below 30	<input type="checkbox"/>	31-40	<input type="checkbox"/>	41-50
Above 50	<input type="checkbox"/>			
3. Current Position				
Branch Manager	<input type="checkbox"/>		<input type="checkbox"/>	Other category
4. Years of work experience in the organization				
Below 5 years	<input type="checkbox"/>	6-10 years	<input type="checkbox"/>	Above 10 years
5. Educational Background				
Certificate	<input type="checkbox"/>	Bachelor Degree	<input type="checkbox"/>	PHD
Diploma	<input type="checkbox"/>	Master's Degree	<input type="checkbox"/>	
6. Bank				
Bank of Abyssinia	<input type="checkbox"/>	United Bank	<input type="checkbox"/>	Bunna

II. Cross -functional Coopetition

No.	Descriptions	(1) Strongly Disagree	(2) Disagree	(3) Somewhat Agree	(4) Agree	(5) Strongly Agree
1	Intra-firm cooperative ability					
	Our departments/districts/branches have strong abilities to:					
1.1	Identify new and useful market knowledge transferred from other departments/districts/branches					
1.2	Understand new and useful market knowledge transferred from other departments/districts/branches					
1.3	Value new and useful market knowledge transferred from other departments/districts/branches					

No.	Descriptions	(1) Strongly Disagree	(2) Disagree	(3) Somewhat Agree	(4) Agree	(5) Strongly Agree
1.4	Assimilate new and useful market knowledge transferred from other departments/districts/branches					
1.5	Apply new and useful market knowledge transferred from other departments/districts/branches					
1.6	Exploit new and useful market knowledge transferred from other departments/districts/branches					
2	Intra-firm cooperative intensity					
2.1	Departments share communications frequently in our bank					
2.2	All departments frequently discuss common problems in our bank					
2.3	Our relationship with other departments is mutually gratifying and highly consistent					
2.4	We expect that our strong interdepartmental social relationship will exist far into the future					
2.5	All departments frequently discuss common problems in our bank					
2.6	There is strong informal interaction among people from different departments					
2	Intra-firm competition					
2.1	We regularly compete for the limited resources across departments/districts/branches/districts/branches					
2.2	When members of several departments/districts/branches talk about distribution of resources across departments/districts/branches tensions frequently run high					
2.3	Functional areas regularly compete with each other for more mental attention and time from top management					
2.4	To get more resources for our department, other departments/districts/branches oftentimes have to make sacrifices					
2.5	Individual departments/districts/branches/districts/branches here try to obtain more time and attention from senior managers even at the costs of other functions					
2.6	Each department is constantly compared and benchmarked with other departments/districts/branches to improve efficiency in the organization					
2.7	Most departments/districts/branches here try to gain more strategic importance and power inside the bank					
2.8	The objectives pursued by the marketing department are incompatible with those of other departments/districts/branches/districts/branches					
2.9	Protecting one's departmental /district /branch turf is considered to be a way of life in this business					

No.	Descriptions	(1) Strongly Disagree	(2) Disagree	(3) Somewhat Agree	(4) Agree	(5) Strongly Agree
2.10	Individual departments/districts/branches/ here tend to outperform others for a better department charter					
2.11	People from different departments/districts/branches feel that the goals of their respective departments/districts/branches are not aligned with each other					

III. Organizational Performance

No.	Please indicate your company's position on average relative to that of close competitors over the past two years	(1) Poor	(2) Fair	(3) Good	(4) Very Good	(5) Excellent
1	Financial Performance					
1.1	How do you rate your bank's profitability against your closest competitors?					
1.2	How do you rate your bank's revenue growth and sustainability against your closest competitors?					
1.3	How do you rate your bank's resource mobilization against your closest competitors?					
2	Customer Performance					
2.1	What is your bank's position in terms customers' satisfaction with the Banks product/ service quality as compared to closet competitors?					
2.2	What is your bank's status with regard relationship with customers as compared to other competitor banks					
2.3	What is your bank's rate in terms recognizable image and favorable reputation by its customers?					
3	Internal Process					
3.1	How do rate your bank's service delivery against its standard and closest competitors?					
3.2	How do rate your bank's products and services in terms variety and satisfaction to customers?					
3.3	How do rate your bank's "after sales service" as compared to closest competitors?					

4	Innovation & Learning Perspective					
4.1	How do you rate the efficiency and competency of your bank employees at your bank as compared to your competitors?					
4.2	How do rate the bank's care and appreciation to your service and contribution?					
4.3	How do you rate the skill of the people with whom you work with to contribute to the Bank's success?					

-Thankyou-