



Abstract Title	The Impact of Hybrid Work on Cooperation and Competition in Organisations
Presentation Type	Oral
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Introduction

The objective of this presentation is to provide attendees with an understanding of the impact that hybrid work defined as combining working from home with working in the office over a given period, has on the need to provide a cooperative and collaborative work environment whilst offering employees a more flexible work arrangement.

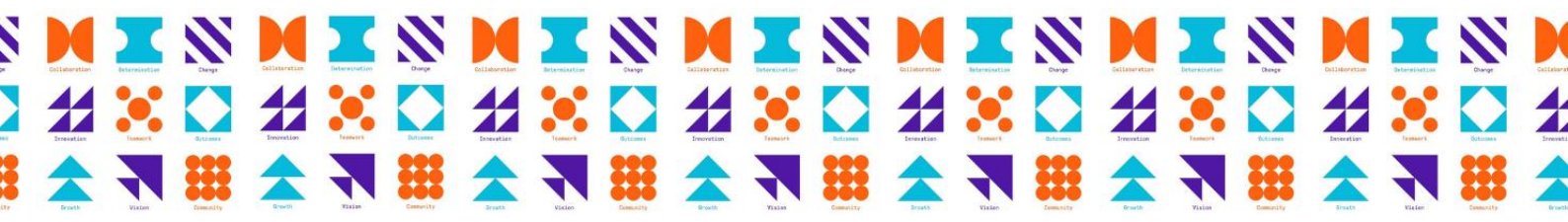
The outcome will be to provide a framework that combines frequency of contact, reciprocity, and social bonds that influence cooperation. This framework is based on research into evolutionary psychology and sociology. Critically, it will provide the findings of 40 semi-structured interviews using this framework as the basis for questions asked. These findings show how the model can be used to understand cooperation as well the impact of other factors that impact the success of hybrid work including time, a person's role, experience, and personal circumstances.

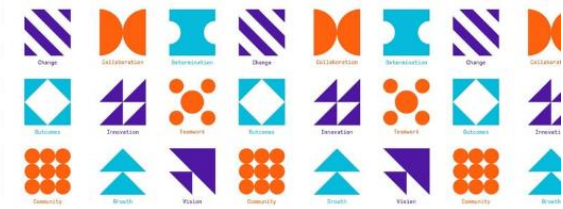
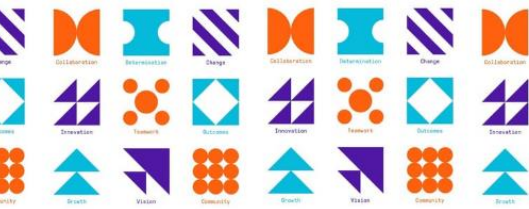
Abstract

As organisations emerge from the pandemic and office workers are allowed to, organisations are now having to consider whether to adopt a hybrid work model. An arrangement that allows workers to combine working from home with working in the office over a given week. Such a model needs to balance the interests of the organisation and those of the individual, individuals who have become accustomed to working from home.

This presentation is based on a study that aimed to assess the impact of hybrid work on the cooperative purpose of the organisation against the interests of the individual it employs. The study defined an organisation as a system of simultaneous cooperation and competition (Burns, 1961; Barnard, 1938). People must collaborate to achieve a common organisational goal, yet compete with each other for career advancement, recognition, and scarce resources (Morgan, 1996). To understand this dichotomy between cooperation and self-interest, this study drew on research into the evolutionary origins of human behaviour (Gamble, et al., 2018) as well as sociology (Granovetter, 1973). Based on this research a framework was established for understanding the drivers of cooperation which includes frequency of contact between individuals, reciprocity and the intensity of social bonds from intimate friends to acquaintances. These drivers were also shown to facilitate the ease of information between friends and acquaintances (Granovetter, 1973).

A study of 40 participants from the legal, finance, publishing, and energy industries was conducted using the framework as the basis for a semi-structured interview. The findings from these interviews showed that this framework could be used to understand the impact of hybrid work on cooperation and self-interest, in particular the establishment and sustainability of teams when working from home. It also showed the





importance of time in maintaining those social bonds and the fragility of those social relationships of low intensity often found in an organisation. Finally, it showed that the impact of hybrid is sensitive to personality, role, experience, age, and personal circumstances.

Speaker Profile(s)

David has had over 25+ years as a project manager/director working for companies like IBM and Accenture working across multiple industries including Energy, Aviation, Finance and Government. In these roles, David has worked in Seoul, Korea, Singapore and London as well as Australia. He has held key executive positions as vice president of a US-based consulting company and as COO and Executive Director, Open Universities Australia. He has consulted widely to industry on project management and technology (RPA and iBPMS). David was a Board of the Melbourne Chapter for 6.5 years. He is now undertaking a PhD at Swinburne University.

Acknowledgments

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