

Introduction to Designing for Digital Mini-track

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This mini-track focuses on designing organizations at multiple levels, spanning job, unit, business process, and organizational design, developing appropriate digital and managerial capabilities, and setting up the work context to fully leverage the functionality of technologies in supporting the digitalization process. As the current digital infrastructures are becoming more complex and technologies are encroaching upon employees, the mini-track deals with issues that examine the responsiveness of digital and IT infrastructures, how they interact with the organizational, unit, and job design, and, taking a top-down approach, how managers can design jobs and work processes to overcome digital encroachment. Also, taking a bottom-up perspective, the mini-track examines how individuals adapt to the digital changes within the appropriate design setting. This has important implications for individuals and their social behaviors in the context of more or less digitized work settings.

In the paper titled *Designing digital workplaces for employee engagement: Practical guidelines from a systematic literature review*, the authors performed a systematic literature review to understand how employees experience the digital workplace. The literature review consolidates the extant knowledge about implementing engaging digital workplaces. Focusing on generations Y and Z, the authors identify the need for the companies to consider process, people, and technology to provide a workplace where employees can perform their jobs seamlessly wherever they are. Based on their findings, the authors propose a complete definition of a digital workplace, clarify the differences between workplace arrangements (physical, remote, virtual, and digital), and systematize guidelines to support organizations in tailoring digital workplaces to engage different generations with distinct values and needs.

In the paper titled *A Multi-Technique Bibliometric Analysis of The Field of Distributed Work: Where it All Began, Where is it Now, and Where is it Going*, the author touches upon the distributed work, made even more relevant in light of the current pandemic. By applying a combination of three bibliometric techniques – co-citation analysis, co-word analysis, and bibliographic coupling – the author attempts to advance the current overview of the field by providing a comprehensive review of the development and current state of the field. The study produces an integrative and holistic framework of the field of distributed work, portraying its historical development and theoretical background, conceptual space, and nomological net, guiding future research on this and related topics.

Lastly, the paper *How Digital Business Strategy Shapes Task Complexity in Datafication of Knowledge Work* highlights datafication in knowledge-intensive organizations. Traditionally, knowledge workers delivered value from complex job tasks determined by the amount of information they cognitively processed. In organizations practicing digital business strategies, information handling is progressively replaced by data processed for algorithmic decision support. When organizational processes are becoming increasingly data-driven, shifts in the central task component of complexity are expected. Drawing on a quantitative survey of knowledge-intensive organizations, the study finds that knowledge workers perceive increased complexity in their daily tasks, now shaped by the digital work environment. The paper explains the consequences of datafication for individual job tasks in knowledge work when organizations strategically strive to gain value from digital technologies and provide building blocks for future job design when designing for digital.