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Lucio Todisco

NEW TECHNOLOGIES TO SUPPORT EMPLOYEES

Smart working as a tool to shape organizational change and human resources practices in the public sector?

foreword
Gianluigi Mangia

afterword
Francesca Di Virgilio

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Foreword

*Gianluigi Mangia**

The COVID-19 pandemic has brought an exceptional opportunity for public organizations to reason for their organizational models and the role of individuals in organizational contexts. It is imperative to acknowledge that people are the backbone of any organization, and their contributions are essential to its success. Therefore, organizations must prioritize the welfare and well-being of their employees, especially during such trying times. By doing so, they can ensure that their workforce remains motivated and engaged, leading to enhanced productivity and optimal outcomes. In summary, organizations must take advantage of this unique opportunity to reshape their organizational models and put people at the forefront of their operations. Three years after the spread of COVID-19, the current condition still sees the need to face a transition phase with contours that are still blurred and yet to be defined. Smart working, as the working modality that combines temporal and spatial flexibility by interweaving it with a new organizational model based on goals, which accompanied employees during the most acute phase of the emergency, may represent an essential opportunity for public management in redefining the boundaries for its managerial action, to improve the quality of work on the one hand, and the engagement and

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well-being of people on the other. Even beyond the initial phase of the pandemic and the ensuing discussions on practical implementation, the widespread adoption of smart working indicates public decision-makers' willingness to incorporate it into administration practices. This recognition encompasses the definition of specific characteristics tailored to the public sector's unique organizational reality, as well as the promotion of new models of work organization and methods of evaluating the performance of public employees. Alongside this, reconciling the personalization of the work experience with the dynamics of teamwork and new communication and leadership styles can also represent an opportunity to improve individual skills. Between smart working, hybrid working models, new skills, and the effective use of technology, public administration faces a significant opportunity for change and, as in every opportunity for change, pushes and resistances are faced. In this book, retracing the genesis of the theoretical assumptions underlying the concept of organizational change and the relationship between organizational change and technologies, the author attempts to provide a broad view of the smart working phenomenon in the context of the Italian public sector. Italy has been among the first countries in the world to face the most challenging phase of the emergency. In the present study, the author undertakes an empirical investigation during the emergency phase to illustrate the advantages and disadvantages of implementing smart working. The assimilation of smart working is a requisite and necessitates complete integration into a reconfiguration of daily activities.

As highlighted in the present work, smart working potential success can be seen in the adjustment of workloads not limited to the individual but rather in a systemic approach centered on the individual, bringing new challenges and skills and enriching the already present skills. Another theme that this study aims to explore is the importance of human resource management in improving the skills of public employees. The study explores

how the skill development programs implemented in public organizations can effectively enhance employee performance. Accompanying the change brought by smart working implies, on the one hand, ensuring that employees (and managers) are equipped with the appropriate digital skills to manage an organizational model with a high technological impact appropriately. On the other hand, it also becomes crucial to assign a central role to transversal competencies, commonly referred to as 'soft skills,' which are increasingly essential to foster more sophisticated interactions and sharing that are functional to the role played by public organizations.

Finally, another critical aspect of smart working emerges in this work: its capability to promote work-life balance. It is becoming increasingly apparent that individual well-being is linked to job satisfaction. In this regard, the work model needs to prioritize the needs of employees. Otherwise, smart working risks bringing feelings of isolation and disconnection, thereby making improving the overall quality of life arduous. Instead, adopting smart working may represent an opportunity in the context of the new work-life balance and the design of more inclusive public organizations, one of the challenges hybrid working models must have as their guiding star in consideration of the individual significance. Organizations must recognize the valuable role each person may play in society. Whether in the workplace, the community, or the broader global context, the contributions of individuals are integral to the success of any collective endeavor. That is why ensuring that individuals are treated with respect, fairness, and equity in all aspects of life is critical. Furthermore, through practical and functional training, we can promote organizational models that foster an organizational culture that recognizes the value and potential of each individual and encourages rapid change towards new, more agile, and flexible forms of work.

Afterword

*Francesca Di Virgilio**

This timely book, written by Lucio Todisco, very cogently addresses the subject of smart working and its relationship with an organizational model capable of bringing considerable benefits to organizations that adopt it; furthermore, underlining the issue of how this topic can be used in terms of productivity, achievement of objectives, and individuals' welfare and quality of life.

How can this indeed be affected? Recently, the health emergency linked to COVID-19, smart working has received a lot of attention in scholarly as well as in practitioner-oriented literature and in professional services companies as well as in public organizations from many sectors. Due to the large demand for concepts and theories to support a systematic intervention how technologies can impact work and whether they can facilitate it or, on the contrary, increase complexity in the management of processes and human resources. The field has attracted researchers from different disciplines and has absorbed a wide array of research questions and approaches.

In the book written by Lucio Todisco, there is a considerable number of theories, approaches, methods and tools. In addition, the case study interspersed in the third chapter, represent an ex-

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cellent addition to help the reader understand the subject matter discussed in the book, and relate it to real world scenarios.

Together with Lucio Todisco's original work on the stages of growth of smart working for applications in public organizations, this will become an indispensable tool, for initiates and practitioners too.

In the first section, the book intends to provide concrete hints, models and metaphors on how to go about designing, implementing and deploying smart working applications in the public sector. While maintaining that smart working is only a facilitator in helping organizations manage operational autonomy in public employees and of giving supervisors greater ability to manage employee activities, this book - in particular concerning to the discussion in the second section - describes how an organization can develop its strategy to align with its strategic and operational plans, the reengineering of workflows and the modernization of work tools.

In third and last section, we have a set of perspectives on information technology services and infrastructures, as enabler and facilitator, that encourage and support smart working. This section is related to the smart working used in the Italian public sector, and it makes smart working easier and more effective in different organizational processes. Together with Lucio Todisco's original work on the stages of growth of smart working for implementing change processes in public administration, this will become an indispensable tool, how public management can consolidate smart working through managerial interventions that forge effective relationships between employees and technologies.

He has sought contributions from researches to make this happen and was pleased that this volume offers a wide variety of viewpoints along a set of common themes. Although this area of study continues to receive a lot of attention in the literature, it could be invigorated by additional perspectives not commonly

shared or that are in the early stages of development. The timeliness of this book written by Lucio Todisco lies in the fact that it does not only conceptually link up these three, relatively separate (at least until now) areas of study — smart working, organizational change and information technology — into a holistic picture, but also theoretically points the way through different chapters to how these disparate areas can actually be aligned in a meaningful way.

The approach implementation for smart working is particularly important for organizations where a high quantity of information is necessary for the progress of their many activities but also where access to information is problematic or simply when the organization wishes to structure available knowledge and distribute it to all employees. The fast and complex development of organizations in the public and private sector clearly shows that technological, social or economic changes are tightly interweaved with the quality of the workplace. Particularly in the last couple of years, this has led to an increase in interest for smart working tools and techniques for the creation and transfer of good practices, given that these have become equally important to both the private and public sectors. Thus, how to induce and motivate employees to use smart working for applications was for me an important goal in writing this book. It was written with the help of enterprises and institutions operating in the public and private sectors. Within this field, the book amalgamates a considerable number of theories, approaches, methods and tools. The results are presented in the light of strategic issues, such as organizational design – roles, collectives, tasks and processes, the contents of smart working. The book also helps managers and professionals gain a competitive advantage from the use of smart working. Finally, it provides self-help for practitioners.

Because the smart working dimension is important for business and management students, this book can be used at both the undergraduate and graduate levels. At the graduate

level, more emphasis can be placed on empirical studies and research methodology. The book could be suitable for courses in IT, business information systems, knowledge management, and management studies. It can be considered an introductory text for management undergraduates and for postgraduates with a multi-disciplinary background.

This book attempts to be strong in concept coverage. The scholarly value of the book and its contribution to the literature in the change management and information technology disciplines is to be found in three main areas: smart working, organizational change and information technology.

I wholeheartedly recommend this book to student and practitioner alike, for each will find a wealth of knowledge within its pages to suit their needs and interests.

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