Smart working for innovation within public organisations going smart

Mauro Romanelli

Smart working for innovation within public organisations going smart

Mauro Romanelli

Associate Professor
of Organizzazione aziendale

Dipartimento di Studi Aziendali ed Economici, Università degli Studi di Napoli Parthenope. Italy

Corresponding Author:

Mauro Romanelli

mauro.romanelli@uniparthenope.it

ABSTRACT

Public organisations are going smart, developing the potential of digital technologies and information and communication, enabling smart work as an innovation process that supports collaborative views and frameworks for better quality of life and work. Technology is shaping the forms of working beyond time and spaces, opening new opportunities for rethinking work organisation and drive into the future public organisations that are embracing a smart view that facilitates innovation as a process that supports smart work initiatives that contribute to social and organisational changes, and innovation. Smart work enables smart public administration as public value driven organisation. Smart working helps shape the work relationships in a way that enhances collaborative work spaces opening to organisational innovation. Smart working public organisations are adopting the smart working mode and mind set as a way to support collaborative work relationships enabled by digital technologies, enhancing the human and social side of working collaboratively, and strengthening the networking. Smart working introduction, experimentation and developments provide opportunities that concern public organisations that aim at driving digital modernisation and transformation, empowering people at work who behave in autonomy, accountability and flexibility in order to improve job satisfaction and quality of life within communities.

Le amministrazioni pubbliche stanno intraprendendo un percorso smart verso il cambiamento per l'innovazione, sviluppando il potenziale offerto dalle tecnologie digitali, dell'informazione e della comunicazione, promuovendo il lavoro agile, lo smart work quale processo di innovazione che alimenta prospettive di azione e promuove assetti collaborativi che migliorano la qualità della vita delle persone al lavoro. La tecnologia consente di dar luogo a forme del lavoro che oltrepassano le barriere tra spazio e tempo, aprendo a rinnovate opportunità per ripensare l'organizzazione del lavoro e condurre nel futuro le amministrazioni pubbliche quali organizzazioni che contribuiscono al cambiamento e all'innovazione sociale, investendo in una visione smart di processi, tecnologie e attività. Con l'introduzione, l'implementazione e la diffusione di forme di lavoro agile e modelli di organizzazione del lavoro che integrano le pratiche e le forme dello smart working, le amministrazioni pubbliche possono

intraprendere percorsi che orientano verso la progettazione di organizzazioni agili, sostenibili ed orientate al valore. In particolare, lo smart working può contribuire a costruire relazioni di lavoro collaborative che sostengono i percorsi di innovazione sociale ed organizzativa. Le amministrazioni pubbliche quali organizzazioni capaci di lavorare smart traducono i vantaggi della trasformazione digitale in modalità di lavoro che valorizzano e responsabilizzano le persone che investano in autonomia, responsabilità e flessibilità, migliorando qualità della vita, soddisfazione e qualità del lavoro per le comunità.

1 – Introduction

The smart future of communities and society relies on supporting smart working practices and driving smart organisations that contribute to technological, social and knowledge issues and innovation (Filos, 2005; Boorsma & Mitchell, 2011; Torre, 2024). Today, public organisations are going digital, smart and agile in order to drive smart innovative work practices and processes (Bonacci, Scarozza & Greco, 2024), supporting smart working policies that contribute to work innovation coherently with a socio-technical approach (Cuel, Ravarini, Ruffini & Varriale, 2021).

Technology and digitalisation enable people and organisations to contribute to new ways and arrangements that support performance, value creation and wellbeing as drivers of better quality of life and value creation within society. Smart work supports the employees to deal with working by autonomy, accountability and flexibility beyond the traditional ways of work at office, opening to opportunities for shaping hybrid work and redesigning arrangements for short working week frameworks. The smart future of organisations and work should provide benefits and drive digital transformation for society (Veglianti, 2023), enabling work spaces for meeting places as well as collaborative frameworks (Hu, 2020) that enhance social, digital and human components (Torre, 2024).

Smart work empowers the action for social value and communities. Smart organisations develop collaboration with other organisations, teams, individuals and communities, promoting technological, knowledge and organisational networking (Filos, 2005). Smart public organisations identify a collaborative view to driving innovation processes (Gil-Garcia, 2012; Mergel, 2018; Gil-Garcia, Helbig & Ojo, 2014). Public organisations are going smart and digital in order to support successful modernisation, transformation and innovation (Gil-Garcia, Zhang & Puron-Cid, 2016), and perform better, developing creative, knowledge-led, technology-driven and collaborative processes (Matheson & Matheson, 2001) that contribute to performance improvement and democratic value creation (Moore, 1995), supporting human capital development, enhancing cooperation, knowledge exchange and innovation at work (Pfeffer, 1996).

Public organisations are going smart in order to develop behavioural and technological capabilities for shaping cooperative meeting places for productivity and employee work satisfaction. Digitalisation enables open and collaborative frameworks within organisations (Mergel, 2018). Smart working initiatives help support autonomy and innovation (Langè & Gastaldi, 2020). Smart work initiatives help drive digital transformation and innovation within smart public organisations, and support the employee performance, bridging technology, working and people (De Marco, Marcone & Scarozza, 2022).

The rise and massive diffusion of agile and smart working practices, experiment and introduction is historically related to the organisational and technological response to the worldwide health emergency crisis in 2020 due to *Covid-19* in relation to emergency of a new *coronavirus Sars-CoV2* which was able to revise the normal and ordinary shapes of guiding work and life. The advent of pandemic *Covid-19,* because of a new *coronavirus* (*Sars-CoV2*) able to infect the humans, leading to severe and acute respiratory syndrome, was the origin of a worldwide health crisis that challenged the traditional ways of organising life and business, and obliged in 2020 both organisations and people to rethink on new forms of working and living in order to combine both the continuity of organisational performances and employee healthy working conditions (Politecnico di Milano, 2021).

Today, the challenge for organisations aiming to redesign smart work structure, approaches and management systems is to integrate technology, space, autonomy, managerial competences, motivational sources, employee commitment and monitoring systems (Torre, 2020). After pandemic season, in 2024, as reported in the data (osservatory.net) of Politecnico di Milano (2024), in Italy, the smart working framework is stable, encouraged and consolidated. There are 3.550.000 workers who are in a smart working mode in 2024. There are 500.000 workers who are in smart working mode in the public administration. In Italy, in 2025, a smart work growth is expected (+ 5 per cent of workers in smart working modes), and public organisations (43 per cent) are rethinking on increasing the numbers of employees who are involved in smart work practices and modes. Thereby, smart work practices empower and enable hybrid work and short working week.

Organisations need to encourage smart work, fostering open environments that contribute to shaping collaboration and innovation (Boorsma & Mitchell, 2011). In particular, smart working practices and solutions help organisations to go smart (Viceconte, 2020), developing the potential of information and communication technology in order to improve the social and organisational response to pandemic *Covid-19* health emergency (Todisco, Tomo, Canonico & Mangia, 2023).

After *Covid-19* organisations enable the employees to work home, making smart the relationship between organisation, work spaces and time (Klaser, Cuel & Casari, 2022). Investing in smart working practices helps drive cultural and organisational change within companies and public administration (Torre & Sarti, 2018), and support collaborative practices within public organisations (Reina & Scarozza, 2020; Ravarini, Cuel & Varriale, 2020).

Still few studies focus on the issues and the experimentation provided by digitalisation and innovation at work. Learning from pandemic health crisis has accelerated technology-led work innovation, leading to structuring collaborative work places and spaces. The study aims at explaining how smart working practices help public organisations to address a smart view to drive innovation at work, promoting the rise of working as well as collaborative spaces. In particular, we refer to the analysis of literature that investigates the relationship between public organisations and smart working in the Italian context. Smart work supports collaborative and innovative ways within public administration.

The study is articulated in five paragraphs. After introduction, the theoretical background that refers to smart working practices and mind set advancing is elucidated in the second paragraph. The methodological section follows in the third paragraph. How smart work design and practices helps public organisations to support digital transformation and drive smart work as a means for innovation in Italy is elucidated in the fourth paragraph. Discussion is outlined and conclusions are reported in the last paragraph.

2 – Smart working for innovation and collaboration

Smart work supports organisational agility and flexibility for performance improvement (Torre, 2024), and enables smart organisations that enhance innovative skills, communication, intelligence and accountability for results for no predefined work spaces (Bednar & Welch, 2020). Boorsma and Mitchell (2011) have elucidated that collaboration, networking and co-creation processes are the main issues of smart work as a results-oriented way to shape the work. Smart work refers to advanced technologies that enable and empower people at work who are able to combine discretion, responsibility and flexibility in terms of trust and collaboration building (Sarti &Torre, 2017).

The future of work relies on promoting the interplay between work innovation practices, digital technology and employees' approach to work (Comacchio, 2021). Integrating technology, human and social dimensions, and organisation helps drive smart work practices and human resource management design (Parker & Knight, 2024), leading to cultural changes and innovation in working mind set (Torre & Sarti, 2018). Smart work practices open to working collaborative spaces (Montanari, 2020), and lead to confidence and propensity towards innovation processes (Langè & Gastaldi, 2020).

Smart working practices focus on results-led and collaboration-oriented organisations (Politecnico di Milano, 2018). Smart and *everywhere working* may empower a collaborative view to work redesign for employee well-being, organisational performance and productivity (Butera, 2020), and facilitates individual-organisation fit, enriching organisational meaningfulness (Palumbo, Flamini, Gnan & Pellegrini, 2023). Smart working approaches and practices contribute to empowering new styles of leadership, skills and behaviours, leading to organisational and cultural innovation for change (Torre & Sarti, 2019: Torre & Sarti, 2018), opening to collaborative workplaces for interaction and knowledge sharing (Hu, 2020).

Digital transformation at work is leading to smart working practices that support a collaborative view to innovation and employee empowerment. Smart working fosters collaborative practices in terms of information and knowledge exchange (Ko, Kim & Kim, 2021). Smart work facilitates networking, collaborative ways and agile workplaces for innovation, and provides conditions to overcome managerial resistances with regards to intelligently remote working (Iannotta & Meret, 2020). Smart working practices facilitate communication for innovation between followers-managers and employees-employers (Bolisani, Scarso, Ipsen, Kirchner & Hansen 2020), leading to collaboration within organisational environments (Hur, Cho, Lee & Bickerton, 2019). Smart working challenges the traditional way of people at work living within the organisational context beyond time and space barriers, making happy employees and customers, and providing benefits to the organisation (Loia, Piscopo & Adinolfi, 2023). Smart work helps shape social change, leading the employees to better redefining their time, work, space and life for wellbeing (Morea, Basile, Bonacci & Mazzitelli, 2022).

3 – Methodological section

The study is conceptual, exploratory and theoretical because the boundaries between public organisations, innovation, technologies, digitalisation and smart work are not yet defined in a satisfying way. The study relies on analysing fields of literature related to public organisations dealing with technology, innovation and smart work practices by developing the potential offered through digital technologies in order to drive innovation, shaping collaborative as well as innovative work spaces. We prefer to select and conduct a conceptual approach and study

because the field of investigation and managerial phenomena that relate to working practices enabled by technologies are still emerging and in its infancy, whereas the relationship between collaboration, innovation and smart working have to be elucidated in order to appreciate the potentialities of bridging human, social, organisational and technological sides that are related to managerial practices.

Conceptual papers regard untested relationships and aim to propose new relationships among constructs, focusing on integration and association of logical arguments, without providing data (Gilson & Goldberg, 2015). We prefer to select and interpret some contributions in order to propose and advance new theoretical frameworks on emerging issues, following a narrative synthesis (Denyer & Tranfield; Dixon-Woods, Agarwall, Young, & Jones, 2004). The selected papers drawn by academic journals that refer to field of literature related to smart government and digital technologies' usage within public organisations coherently with collaborative-led view to innovation frameworks and smart work practices adoption as an experiment adopted by public organisations that are seeking satisfying ways of re-planning, arranging and implementing work activities and processes, by bridging the need of ensuring performances' continuity and healthy conditions for employees during the *pandemic season* caused by the response to health and management crisis caused by *Covid-19*.

We prefer to select an exploratory approach to investigation in virtue of conceiving the smart working as a phenomenon still in progress towards mature forms of work organisation and frameworks that provide benefits for organisational performances and work life balance, and contribute to bridging work approaches on a collaborative view and innovation processes.

4 – Towards public organisations working smart for innovation: the issues from literature in Italy

Technologies provide inputs that help to design social and organisational frameworks that facilitate the rise of a community at work. Digital transformation supports technological, social and organisational changes (Fortuna, Rossi, Elmo & Arcese, 2023). Digitalisation helps innovation-led, collaborative-oriented, and knowledge-driven public organisations that are going and working smart (Mellouli, Luna-Reyes & Zhang, 2014; Mergel, Gong & Bertot, 2018). Public organisations learn to become innovation-led organisations by working smart and embracing a smart-driven approach in work processes. Smart working practices help to drive smart organisations (Viceconte, 2020). In Italy, the opportunities provided by smart work diffusion and adoption support public organisations to embrace the challenge of digital transformation that refers to rethink the organisational design and innovation. Public organisations are going digital and smart by rethinking on shaping evolving relationships with the organisation independently of work time and space boundaries (Cuel, Ravarini, Ruffini & Varriale, 2021), leading to a new way to rethink on smart work and organisations (De Marco, Marcone & Scarozza, 2022), and empowering people in managing their work life balance (Bonacci, Scarozza & Greco, 2024).

Innovation at work helps to drive organisational arrangements and advancements within public administration. Working smart through digital applications and infrastructure supports public organisations that are working agile and digital. Digital advancements are opening new opportunities for effective redesign of work organisation that helps both employee wellbeing and organisational performance, shaping innovative as well as collaborative workplaces. Agile and smart organisations rely on innovative practices that combine work time and space without

boundaries as a premise for enabling people at work to rediscover the cooperative view within work environments as an engine of collaborative practices and experimentation. Before, during and after *Covid-19* season, public organisations have used technologies in order to modernise processes, going agile, to better enable work places in an emergency situation, widening the work home, and conceiving work spaces independently of the traditional framework, and searching for a *new normal* in work redesign, shaping smart workplaces as well as work organisations. Digital-led work supports the innovation organisational design, enabling managers and followers to engage in smart performances. Digital transformation at work supports the empowerment of collaborative behaviours and technology-led spaces (Buonocore, 2020). Smart working is emerging as a hub for experimenting collaborative spaces for flexible work arrangements and redesign. Public organisations should invest in digital transformation in order to drive and develop smart work practices that contribute to innovative and cooperative working by redesigning management systems and procedures. Smart work refers to an internal working process that enables both smart efficient government and high quality of life (Eom, Choi & Sung, 2016). Adopting smart working helps to foster innovative practices and autonomy and supports innovation development within public administration (Langè & Gastaldi, 2020). Public organisations are following an evolving pathway by experimenting smart working practices during the *Covid-19* pandemic season towards a *new normal* redesign in work processes, by conceiving smart innovative working as an organisational innovation for empowerment and agile processes (Cuel, Ravarini, Ruffini & Varriale, 2021). Smart working practices help public organisations to engage in smart performances in terms of knowledge management and crisis management learning (Modarelli, Todisco, Rainero & Mangia, 2024).

Investing in smart work helps to support digitalisation and to drive the transition from a process-oriented culture to a results-driven culture (Reina & Scarozza, 2020), rethinking the clarity role in order to shape smart working environments that contribute to meaningful work enhancements in public sector organisations (Giacomini & Palumbo, 2023). Public organisations should adopt smart working practices and mind set as a way with regards to innovative approaches to work organisation and human resource management (Decastri, Gagliarducci, Previtali & Scarozza, 2020), strengthening flexibility, autonomy and collaboration within public administration which is working with the employees (Reina & Scarozza, 2020; Ravarini, Cuel & Varriale, 2020).

Technologies help make wealth working environments that support the employee quality of life independently of the traditional location in the offices (De Marco, Marcone & Scarozza, 2022). Investing in smart work initiatives helps drive innovative as well as collaborative relationships and processes, overcoming the dark side of smart working implementation (Palumbo, Fakhar Manesh & Petrolo, 2024), leading to work innovativeness, organisational and cultural changes (De Marco, Marcone & Scarozza, 2022), by shaping the organisational flexibility and enhancing the organisational efficiency and employee well-being, supporting work life balance by improving the organisational and internal communication (Todisco, Tomo, Canonico & Mangia, 2023). Public organisations are going smart and digital in order to promote innovation at work, by using the smart work experience during *Covid-19* as a means to rethink on innovative modes of work in order to identify satisfying managerial practices that transfer the experimentation in *new normal* practices that contribute to bridging productivity, employee well-being and organisational commitment (Cuel, Ravarini, Ruffini & Varriale, 2021). Public organisations have to better identify managerial practices that enable the employee to solve the

interplay between work and life in order to improve quality of life and contribute to work engagement and satisfaction (Palumbo, 2020).

5 – Discussion and conclusions

Investing in smart work helps to re-design work relationships, leading to flexible, agile, smart and collaborative ways to rethink on how people behave at work, following a smart mind set. In Italy, public organisations are investing in digital transformation in order to reinforce the employee-management relationships, leading to open innovation issues that help develop the vision of a smart-oriented and innovation-led public organisation which is working to facilitate value creation process within social ecosystems and communities.

Traditionally, public organisations have digitalised and modernised the organisational and working environments for better managing employees and work relationships coherently with pre-defined procedures and processes. Because of pandemic and emergency health crisis, public organisations have implemented technology-led and digital-driven work processes in order to ensure the continuity and effectiveness of performances, without sustaining efforts in contrasting work-life conflict and balance, and stress conditions. Today, smart working public organisations contribute to driving digital, smart, open and collaborative work environments for open and social innovation issues. Public organisations are identifying a smart-led view to redesigning work processes and relationships in order to drive innovative as well as collaborative organisational environments. As a driver of innovation, smart work enables the managerial and leadership roles that support collaborative behaviours and attitudes of people at work within the organisation. Smart working practices contribute to improving communication and interaction with regards to the relationships between employees and managers who experiment new meeting work places for developing innovation. Smart work redesign helps to support job satisfaction and quality of life within organisational environments.

With regards to public organisations going smart in Italy, the pathway from working by technologies to smart and agile working is still in transition. There are some emerging trends that across the digital transformation that public organisations are following in order to address a *new normal* and ordinary itinerary in integrating technology, social, people within work organisation. Smart work practices help to drive public organisation to overcome emergency and crisis situation and identify some ways for flexible and agile modes of redesigning work relationships and organisation. Driving smart and agile work practices in the *new normal* way of working helps to support managerial roles in leading to changes from managing the employees working by technologies to managing the collaboration and dealing with cooperative frameworks. Smart work practices support propensity to innovation and lead to innovation at work that helps combine both productivity, quality of life and job satisfaction.

Public organisations are going smart by transitioning from digital information and communication technology-led working to smart working practices; from managing employees to managing the collaboration, strengthening collaborative frameworks and efforts; from organisational to collaborative-led working spaces and environments.

Redesigning a smart view to work processes is still in infancy, and adopting a smart view to working environments and processes helps to support a cultural change that involves attitudes and behaviours of people at work. Smart work practices and initiatives facilitate the construction of hybrid workplaces and organisations that solve the interdependences among technological and human sources and actors to shape digital as well as physical working

meeting places for social innovation, performance, productivity and value creation processes. Smart work relationships provide a key driver for rethinking on sustainable organisational change that relies on shaping social and collaborative spaces that enable value co-creation processes. Further research relies on investigating how smart working practices may influence human resource management practices and policies within public organisations which aim at redesigning work relationships, by planning and implementing conditions for future and sustainable working that improves quality of life and work.

6 – References

Bednar, P.M., & Welch, C. (2020). Socio-Technical Perspectives on Smart Working: Creating Meaningful and Sustainable Systems. *Information Systems Frontiers, 22*, 281-298. DOI: 10.1007/s10796-019-09921-1

Bolisani, E., Scarso, E., Ipsen, C., Kirchner, K., & Hansen, J.P. (2020). Working from home during COVID-19 pandemic: lessons learned and issues. *Manag. Mark. 15*(s1), 458–476. DOI: 10.2478/mmcks-2020-0027.

Bonacci, I., Scarozza, D., & Greco, E. (2024). The Innovative Implications of Smart Working in a Post-pandemic Era: A Model of Smart Working Satisfaction in Public Sector Organizations. *Administration & Society, 56*(8), 911-940. DOI: 10.1177/00953997241261614

Boorsma, B., & Mitchell, S. (2011). Work-Life Innovation, Smart Work Life_Innovation_Smart_Work-pdf. Paradigm Shift Transforming: How, Where, and When Work Gets Done, San Jose, Cisco Internet Business Solutions Group (IBSG).

Buonocore, F. (2020). Dalla digitalizzazione alla trasformazione digitale nella PA. La prospettiva organizzativa. *Prospettive in organizzazione, 13* – Will employees dream of electric sheep? Gli effetti della tecnologia sul lavoro e i lavoratori. Retrieved from: https://prospettiveinorganizzazione.assioa.it/dalla-digitalizzazione-alla-trasformazione-digitale-nella-pa-la-prospettiva-organizzativa-buonocore/

Butera, F. (2020). Le condizioni organizzative e professionali dello smart working dopo l'emergenza: progettare il lavoro ubiquo fatto di ruoli aperti e di professioni a larga banda. *Studi Organizzativi, 1*, 141-165. DOI: 10.3280/SO2020-001006

Comacchio, A. (2021). The Transformation of Work in the COVID-19 Era. *puntOorg International Journal, 6*(2), 87-98. DOI: 10.19245/25.05.pij.6.2.2.

Cuel, R., Ravarini, A., Ruffini, R., & Varriale, L. (2021). Smart working in Italian public administration: A socio-technical approach. *Impresa Progetto*, 1-23. DOI: 10.15167/1824-3576/IPEJM2021.3.1412

De Marco, M., Marcone, F., & Scarozza, D. (2022). Smart Working in Public Administration: Anti Pandemic Tool or Work Organization Model? In: Zaramenskikh, E., Fedorova, A. (eds.), *Digitalization of Society, Economics and Management: A Digital Strategy Based on Post-pandemic Developments* (pp. 279-302). Cham: Springer International Publishing. DOI: 10.1007/978-3-030-94252-6_21

Decastri, M., Gagliarducci, F., Previtali, P., & Scarozza, D. (2020). Understanding the Use of Smart Working in Public Administration: The Experience of the Presidency of the Council of Ministers. In Lazazzara A., Ricciardi, F., Za, S., *Exploring Digital Ecosystems. Organizational and Human Challenges* (pp. 343-363). Cham: Springer. DOI: 10.1007/978-3-030-23665-6_25

Denyer, D., & Tranfield, D. (2006). Using Qualitative Research Synthesis to Build an Actionable Knowledge Base. *Management Decision, 24*, 213-227. DOI: 10.1108/00251740610650201

Dixon-Woods, M., Agarwall, S., Young, B., Jones, D., & Sutton, A., (2004) Integrative Approaches to Qualitative and Quantitative Evidence, Health Development Agency, London. Available at www.hda.nhs.uk

Eom, S. J., Choi, N., & Sung, W. (2016). The use of smart work in government: Empirical analysis of Korean experiences. *Government Information Quarterly*, 33(3), 562-571. DOI: 10.1016/j.giq.2016.01.005

Filos, E. (2005). Smart Organizations in the Digital Age. European Commission, Directorate-General Information Society and Media. Retrieved from: https://www.filos-europe.com/erastos/documents/EN/EF-SmartOrgs.pdf

Fortuna, F., Rossi, L., Elmo, G. C., & Arcese, G. (2023). Italians and smart working: A technical study on the effects of smart working on the society. *Technological Forecasting and Social Change, 187*, 122220. DOI: 10.1016/j.techfore.2022.122220

Giacomini, D., & Palumbo, R. (2023). Preparing the ground for smart working in the public sector: insights from an empirical analysis on municipalities. *Public Management Review, 26*(12), 3529-3555. DOI: 10.1080/14719037.2023.2218387

Gil-Garcia, J.R., Zhang, J., & Puron-Cid, G. (2016). Conceptualizing Smartness in Government: An Integrative and Multi-Dimensional View. *Government Information Quarterly, 33*, 3, 524-534. DOI: 10.1016/j.giq.2016.03.002

Gil-Garcia, J.R., Helbig, N., & Ojo, A. (2014). Being smart: Emerging technologies and innovation in the public sector. *Government Information Quarterly, 31*, Supplement 1, I1-I8. DOI: 10.1016/j.giq.2014.09.001

Gil-Garcia, J.R. (2012). Towards a smart State? Inter-agency collaboration, information integration, and beyond. *Information Polity, 17*(3-4), 269-280. DOI: 10.3233/IP-2012-000287

Gilson, L.L., & Goldberg, C.B. (2015). Editors' comment: so, what is a conceptual paper?. *Group & Organization Management*, 40(2), 127-130. DOI: 10.1177/1059601115576425

Hu, R. (2020). COVID-19, smart work, and collaborative space: A crisis-opportunity perspective. *Journal of Urban Management*, 9(3), 276-280. DOI: 10.1016/j.jum.2020.08.001

Hur, J.Y., Cho, W., Lee, G., & Bickerton, S.H., (2019). The "smart work" myth: how bureaucratic inertia and workplace culture stymied digital transformation in the relocation of South Korea's capital. *Asian Studies Review, 43*(4), 691–709. DOI: 10.1080/10357823.2019.1663786

Iannotta, M., & Meret, C. (2020). Flessibilità, coerenza, integrazione: tre leve per una leadership efficace a supporto dello smart working. *Prospettive in organizzazione, 13* – Will employees dream of electric sheep? Gli effetti della tecnologia sul lavoro e i lavoratori. Retrieved from: https://prospettiveinorganizzazione.assioa.it/flessibilita-coerenza-integrazione-tre-leve-per-una-leadership-efficace-a-supporto-dello-smart-working-iannotta-meret/

Klaser, K., Cuel, R., & Casari, P. (2022). Remote work in the United States: a micro-survey on organizational transformation after Covid-19. *IMPRESA PROGETTO, 3*, Special issue Humans and technology in managing the unexpected), 1-17. DOI: 10.15167/1824-3576/IPEJM2022.3.1518

Ko, E.J., Kim, A.H., & Kim, S.S. (2021). Toward the understanding of the appropriation of ICT-based Smart-work and its impact on performance in organizations. *Technological Forecasting and Social Change, 171*, 120994. DOI: 10.1016/j.techfore.2021.120994

Langè, V., & Gastaldi, L. (2020). Coping Italian Emergency COVID-19 through Smart Working: From Necessity to Opportunity. *Journal of Mediterranean Knowledge*, 5(1), 163-171.

Loia, F., Piscopo, G., & Adinolfi, P. (2023). Framing smart working in the Covid-19 Era: a data driven approach. *PuntoOrgInternationalJournal, 8*(2), 156-177. DOI: 10.19245/25.05.pij.8.2.2

Matheson, D., & Matheson, J.E. (2001). Smart organizations perform better. *Research-Technology Management*, 44(4), 49-54. DOI: 10.1080/08956308.2001.11671442

Mellouli, S., Luna-Reyes, L.F., & Zhang, J. (2014). Smart government, citizen participation and open data. *Information Polity, 19*(1-2), 1-4. DOI: 10.3233/IP-140334

Mergel, I. (2018). Open innovation in the public sector: drivers and barriers for the adoption of Challenge.gov. *Public Management Review, 20*(5), 726-745. DOI: 10.1080/14719037.2017.1320044

Mergel, I., Gong, Y., & Bertot, J. (2018). Agile government: Systematic literature review and future research. *Government Information Quarterly, 35*(2), 291-298. DOI: 10.1016/j.giq.2018.04.003

Modarelli, G., Todisco, L., Rainero, C., & Mangia, G. (2024). "L'alba del giorno dopo". Lo smart working nel settore pubblico oltre l'emergenza pandemica. *Prospettive in organizzazione, 24* – Ri-Organizzare il lavoro. Hybrid work, confini organizzativi e valore. Retrieved from: https://prospettiveinorganizzazione.assioa.it/lalba-del-giorno-dopo-lo-smart-working-nel-settore-pubblico-oltre-lemergenza-pandemica/

Montanari, F. (2020). La digitalizzazione degli spazi collaborativi: verso forme blended di lavoro? *Prospettive in organizzazione, 13* – Will employees dream of electric sheep? Gli effetti della tecnologia sul lavoro e i lavoratori. https://prospettiveinorganizzazione.assioa.it/la-digitalizzazione-degli-spazi-collaborativi-verso-forme-blended-di-lavoro-montanari/

Moore, M.H. (1995). *Creating Public Value. Strategic Management in Government*. Cambridge: Harvard Business Press.

Morea, D., Basile, G., Bonacci, I., & Mazzitelli, A. (2023). Smart working as an organisational process or as a social change? An Italian pandemic experience. *Employee Relations: The International Journal, 45*(3), 677-703. DOI: 10.1108/ER-03-2022-0152

Palumbo, R., Fakhar Manesh, M., & Petrolo, D. (2024). What makes work smart in the public sector? Insights from a bibliometric analysis and interpretive literature review. *Public Management Review, 26*(6), 1449-1474. DOI: 10.1080/14719037.2022.2152479

Palumbo, R., Flamini, G., Gnan, L., & Pellegrini, M.M. (2023). Looking for meanings at work: unraveling the implications of smart working on organizational meaningfulness. *International Journal of Organizational Analysis, 31*(3), 624-645. DOI: 10.1108/IJOA-04-2021-2708

Palumbo, R. (2020). Let me go to the office! An investigation into the side effects of working from home on work-life balance. *International Journal of Public Sector Management, 33*(6/7), 771-790. DOI: 10.1108/IJPSM-06-2020-0150

Parker, S.K., & Knight, C. (2024). The SMART model of work design: A higher order structure to help see the wood from the trees. *Human Resource Management, 63*(2), 265-291. DOI: 10.1002/hrm.22200

Pfeffer, J. (1996). When it comes to "best practices" Why do smart organizations occasionally do dumb things. *Organizational Dynamics, 25*(1), 33-44. DOI: 10.1016/S0090-2616(96)90039-X

Politecnico di Milano (2024). Lo Smart Working non si ferma: 3,55 milioni di lavoratori nel 2024. Retrieved from: https://www.osservatori.net/it/ricerche/osservatori-attivi/smart-working

Politecnico di Milano (2021). Osservatorio sullo smart working. Retrieved from: https://www.osservatori.net/it/ricerche/osservatori-attivi/smart-working

Politecnico di Milano (2018). Lavoro Agile per il futuro della PA. Approfondimento delle esperienze più significative di lavoro agile realizzate a livello pubblico e privato sia in ambito nazionale sia internazionale. Progetto "Lavoro agile per il futuro della PA" PON Governance e capacità istituzionale 2014/2020, Asse 1, Azione 1.3.5

Ravarini, A., Cuel, R., & Varriale, L. (2020). Lo smart working nelle pubbliche amministrazioni: un'analisi socio-tecnica del fenomeno. *Prospettive in organizzazione, 14* – Le Sfide del management pubblico: nuovi modelli organizzativi. Retrieved from: https://prospettiveinorganizzazione.assioa.it/lo-smart-working-nelle-pubbliche-amministrazioni-unanalisi-socio-tecnica-del-fenomeno-cuel-ravarini-varriale/

Reina, R., & Scarozza, D. (2020). Human Resource Management in the Public Administration. In: Decastri, M., Battini, S., Buonocore, F., Gagliarducci, F., *Organizational Development in Public Administration. The Italian Way* (pp. 61-101). London: Palgrave Macmillan. DOI: 10.1007/978-3-030-43799-2_3

Sarti, D., & Torre, T. (2017). Is smart working a win-win solution? First evidence from the field (pp. 231-254). In Addabbo, T., Ales, E., Curzi, Y., & Senatori, I. (eds.), *Well-being at and through Work, 9*. Torino: Giappichelli-Eleven International Publishing.

Todisco, L., Tomo, A., Canonico, P., & Mangia, G. (2023). The bright and dark side of smart working in the public sector: employees' experiences before and during COVID-19. *Management Decision*, *61*(13), 85-102. DOI: 10.1108/MD-02-2022-0164

Torre, T. (2024). Il futuro del lavoro si chiama "smart working"? Riflessioni e prospettive. *Prospettive in organizzazione, 24* – Ri-Organizzare il lavoro. Hybrid work, confini organizzativi e valore. Retrieved from: https://prospettiveinorganizzazione.assioa.it/il-futuro-del-lavoro-si-chiama-smart-working-riflessioni-e-prospettive/

Torre, T. (2020). Smart Working: Soluzione ad ogni emergenza? Prospettive oltre l'emergenza. *Impresa Progetto-Electronic Journal of Management, 1*, 1-11. DOI: 10.15167/1824-3576/IPEJM2020.1.1270

Torre, T., & Sarti, D. (2019). Themes and Trends in Smart Working Research: A Systematic Analysis of Academic Contributions. In *HRM 4.0 For Human-Centered Organizations* (*Advanced Series in Management, Vol. 23*) (pp. 177-200). Leeds: Emerald Publishing Limited. DOI: 10.1108/S1877-636120190000023014

Torre, T., & Sarti, D. (2018). Into Smart Work Practices: Which Challenges for the HR Department?. In Ales, E., Curzi, Y., Fabbri, T., Rymkevich, O., Senatori, I., Solinas, G., Working in Digital and Smart Organizations (pp. 249–275). Cham: Palgrave Macmillan. DOI: 10.1007/978-3-319-77329-2_12

Veglianti, E. (2023). Digital Transformation and Working Setting in (Smart) Public Organizations. In: Working Environment and Digital Transformation. SpringerBriefs in Business. Cham: Springer. DOI: 10.1007/978-3-031-16738-6_5

Viceconte, E. (2020). Smart è l'organizzazione, non il lavoro. *Prospettive in organizzazione 13* – Will employees dream of electric sheep? Gli effetti della tecnologia sul lavoro e i lavoratori. Retrieved from: https://prospettiveinorganizzazione.assioa.it/smart-e-lorganizzazione-non-il-lavoro-viceconte/