The COVID-19 pandemic has accelerated the pace of change in organizations toward the future of work. Individuals are now more than ever better equipped for global collaboration. They have realized new ways of accomplishing their tasks using technology. As individuals adapt to these new ways of working, organizations have to rethink how they structure themselves for the future of work. Please review the following article published in *Journal of Management* in May 2021 and answer the Questions 1-4（中文或英文回答皆可）.

The Postpandemic Future of Work

Much of the attention on the future of work has been on the relationship between artificial intelligence (AI), robotics, and humans. A limited focus has been on what will be desired in the work itself. Knowledge work will increasingly be performed virtually, continuing the trend accelerated by the COVID-19 pandemic. Either due to real estate costs or locational preferences, individuals are going to prefer working remotely. One of the foremost organizational challenges of the future of work is how to maintain a culture when most, if not all, the employees are virtually distributed and may not even be employed by the organization in traditional ways. Organizational identification is a key challenge in virtual work (Wiesenfeld, Raghuram, & Garud, 2001), making it imperative to establish a virtual but perceptible culture. On a fundamental level, one has to ask the question—What does organizational culture even mean in a virtual and distributed setting when many of the workers are independent agents? How is an organizational culture created, maintained, and sustained in virtual and globally distributed settings?

Research is needed to understand how a combination of physical and virtual settings can be used to create and maintain a culture built around the acceptance of ambiguity. What is the role of physical settings in helping create such a culture? Going beyond social interactions, are physical spaces also about serendipitous knowledge interactions? What is the role of virtual meetings in creating and maintaining culture? Will social trust wane in importance in virtual settings? Will organizational culture be based on expertise-based trust? Or will social trust be even more important than ever? If so, then what type of social interactions will be needed through digital means to build and maintain organizational culture? The experiences with intensive virtual work during the pandemic can help us understand what we learned best to do in virtual settings and the aspects of "physical location" work that were missed the most.

New organizations that emerge as the harbinger of the future of work—for example, Uber—will increasingly rely on algorithms to efficiently match workers with work, monitor work performance, and decide on compensation for work. However, there is a great deal of dysfunction, often acting to erode any culture, which results from algorithms being so central to work. Employees may increasingly harbor a sense of injustice toward algorithmic work allocation and compensation. This would then make their engagement with future work organizations purely transactional and may engender dysfunctional behavior from employees (Malhotra, 2020). Research is needed to understand the relationship between the extent of the use of algorithms by organizations and employees' sense of procedural and distributive justice.

Organizations are also increasingly realizing that the knowledge required to create new and innovative value may largely reside outside the traditional boundaries of the firm. Therefore, organizations will have more open, engaging external independent agents ("gig workers") outside the organization to get work done. Customer communities, open-source development, and

crowdwork are all early manifestations of the future of work. Work teams may comprise individuals from inside and outside the organization who come together on an ad hoc basis. Work itself may be of short duration, with teams forming and disbanding and reforming as needed.

At any given time, an organization may be managing several such work teams with individual agents working together on multiple projects. In turn, individuals can and will have multiple reporting lines. Consequently, organizations will be more matrixed than ever before (Ford & Randolph, 1992). Managing in the matrix can be very challenging, requiring juggling of multiple reporting lines and multiple performance reviewers. This may require heavier reliance on the use of algorithms to manage work.

Central to the culture of organizations is work motivation. We need to rethink the theories of motivation for the future of work (Steers, Mowday, & Shapiro, 2004). While initial theories of worker motivation tended to focus on extrinsic motivation, future of work theories will need to focus on intrinsic motivation. Beyond extrinsic motivation, such as fair compensation for work, intrinsic motivation may drive what an individual chooses to work on and with whom. Attracting the right "intrinsically motivated" workers through the right intrinsic motivators is going to be essential for organizations in the future. Dual incentive schemes to appeal to both the intrinsic and extrinsic motivations of individuals will need to be leveraged. Research is needed on the right intrinsic motivators and their combinations, depending on the context, that are effective in attracting independent agents from within and outside the organization.

Collaborative opportunities and learning have been two of the most salient intrinsic motivators, which will only increase in intensity in the future of work. The challenge facing organizations is presenting work as a collaborative opportunity whereby the output is dependent not just on an amalgamation of individual knowledge but more importantly on the integration of knowledge so that the combination yields innovative outputs (Majchrzak & Malhotra, 2020). The first wave of such organizations is represented by Wikipedia and Open Source Software Development. In the future, the entire work output will be collaboratively created through large-scale collaborations that openly engage all interested agents inside and outside the organization and across organizations. Research is needed on how technology can support large-scale collaborations. How can the technology allow collaborators to stay connected and alert them in real time to each other's knowledge and the need for integration of emerging knowledge?

As machines and AI perform routine work in the future, human agents will need to learn to perform non-routine and creative tasks that are not the domain of machines. Learning to perform such tasks will require feedback—both negative as well as positive. The challenge for organizations of the future will be how to provide such feedback through algorithms. However, automatic feedback, often in the form of ratings, may be negatively perceived and impair learning. Research is needed on how to design algorithm-based feedback to be perceived positively? What will be the role of human managers in feedback provision? Will human feedback be more for exception handling and creative work? There is very little research on human-machine synergies in feedback provision, especially as it relates to the future of work—which itself may be performed through human-machine synergies.

Inclusion in the workplace is becoming critical for the success and functioning of organizations (Shore, Randel, Chung, Dean, Holcombe, & Singh, 2010). In future work environments, the need for inclusion is going to become even more crucial. As our societies become more neuro-diverse, organizations of the future will have to focus on the design of work to include, leverage, and thrive on neurodiversity. At the same time, organizations will also have to focus on

demographic diversity, especially racial diversity, when designing inclusive work. Algorithm-driven organizations should be more inclusive by reducing human biases in hiring for, assigning, and rewarding work. However, human biases have been shown to plague the development of algorithms. Research is needed on the governance of algorithms to avoid the biases that act against inclusion. Research should also focus on what we learned about inclusivity in performing intensive virtual work during the pandemic and the implications for the future of work.

References: Malhotra, A. (2021) The Postpandemic Future of Work, *Journal of Management*, 47(5): 1091-1102.

1. What are the characteristics of the postpandemic future of work? (25%)
2. What are the organizational challenges of the postpandemic future of work? (25%)
3. Based on the characteristics and organizational challenges of the postpandemic future of work, what are the potential research questions you propose for the future research in business and management fields? (at least five research questions, 6% in each, 30% in total)
4. From managerial perspective, how to better evaluate the postpandemic future of work performance? (20%)