

Strategies to Enhance Team Performance in Digital Workplaces: Review of Empirical Evidences

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Abstract

The effectiveness of teams is of fundamental importance in achieving organizational success, particularly within the contemporary tech-driven workplaces, where unity frequently blends with geographical boundaries. With the increased adoption of digital technologies and an increase in remote working, team monitoring has changed, which further necessitates innovative measures to adapt to the technology-driven environment. This study aims to investigate empirical evidence of key strategies to increase team effectiveness and productivity in the contemporary digital time. The study further analyzes whether factors such as effective communication, technological proficiency, elements of team adjustments, leadership styles, and digital collaboration tools promote team effectiveness at modern workplaces. Real-time feedback in digital communication platforms, virtual activities for team development, and methods for addressing issues arising from digital fatigue and miscommunication are also analyzed in this paper. Results indicate the importance of combining technological innovation with human-centered approaches to further promote high-performing and responsive teams in the new workplaces.

Keywords: Team Performance, Digital Era, Digital Technologies, Collaboration, Productivity

Introduction

Teams are arguably one of the most significant components of an organization, executing a fundamental function: achieving the organizational objectives with efficient utilization of resources and increased productivity. Group behavior and collaboration among the team members result in higher levels of productivity, creativity, and problem-solving capabilities, all being products of synergy compared to individual efforts. The process of digital transformation has significantly changed how teams function and interact within modern workplaces.

The digital advancements have transformed the workplace by introducing novel technologies and communication channels, which has made it necessary to upgrade teams' synergy. Organizations can now operate on a global scale more efficiently by adopting virtual teams, remote work, and cross-

Cite this article:

Singh. (2023). Strategies to Enhance Team Performance in Digital Workplaces: Review of Empirical Evidences. *Scholedge International Journal of Management & Development*, 10(8), 95-103. <https://dx.doi.org/10.19085/sijmd100801>

border collaboration. These changes have also resulted in some challenges, such as communication and coordination barriers, as well as the need for upskilling to adapt to the new digital technologies.

This study reviews some of the key strategies that organizations and teams should adapt to increase their effectiveness and productivity.

The research objectives of this study are as follows:

1. Explore the impact of the digital technologies on team performance.
2. Identify key issues faced by contemporary teams.
3. Examine existing strategies for increasing team performance in digital workplaces.
4. Propose new and innovative strategies to address the ever-changing needs of the organizations.

With these objectives, this paper aims to provide novel suggestions and practical recommendations based on the existing literature for organizations aspiring to maximize their teams' potentials to achieve success and competitive advantage in the market.

Literature Review

The digital technologies have introduced significant changes in team dynamics, including remote work culture, technology-enabled communication, and information overload. Remote work is gaining momentum that is allowing teams to collaborate and operate with increased flexibility in work schedules, independent of geographical constraints. Technology has upgraded communication tools, such as video conferencing applications and messaging platforms, through which teams can interact and exchange information. However, this technological advancement has also introduced associated challenges, like information overload, wherein the overly available digital information makes it necessary to efficiently filter and prioritize it by teams (Sanmas, 2024).

Existing Research on Team Performance in the Digital Age

Existing literature on team performance in the contemporary digital workplaces has investigated various theories and frameworks to understand how teams can excel in a digital work environment. Studies have emphasized the importance of digital capability, knowledge creation, and learning digital technologies in increasing team performance. For example, it has been found that knowledge heterogeneity in digital project teams positively impacts performance, highlighting the role of digital capability and knowledge sharing in driving team success (Liu et al., 2023). Another study has explored the relationship between digital literacy and digital transformation, underscoring the importance of managerial literacy on digital technologies in promoting digital readiness and adoption within organizations (Ghrbeia, 2024).

Team performance in the digital work environment is a multifaceted area of study that includes various factors impacting the effectiveness of teams operating in digital environments. Research has highlighted the importance of team's heterogeneity and its relationship with firm performance, having a focus on mediating the role of digital transformation at a workplace (Lin 2023). This underscores the importance of considering digital transformation when assessing the impact of team composition on organizational performance.

Digital preparedness and individual beliefs influencing the digital transformation of an organization has also been reviewed to emphasize the importance of using personal beliefs to further complement organizational change and improve team performance (Solberg et al., 2020). Collaborative tools & technologies such as instant messaging and email have also been identified as facilitators of team integration and performance in physically separated work environments (Funke & Galster, 2007). This reiterates the role of technology in increasing communication and coordination within teams.

Social and technical skills within software development teams ensure capacity building of team members, which leads to productivity improvements of the team (Maheshwari et al., 2012). The utilization of virtual collaboration tools, such as mobile social media, has also been linked to improved team performance in multiple organizational projects, illustrating the mediating role of technology in shaping team dynamics and outcomes (Yang et al., 2018).

The study of team effectiveness in the contemporary digital time further evaluates the relevance of factors, such as executive team heterogeneity, knowledge conversion, digital mindsets, and collaboration technologies, in promoting team performance. Organizations can optimize their performance in digital environments by introducing changes and expertise for team composition, digital capabilities, and technological tools.

Challenges and opportunities for team performance in the digital era

When we think of ensuring capacity building of the teams to improve the overall productivity, it is also accompanied by its own opportunities and challenges. Despite opening ways for new forms of collaboration and innovation, digital technologies also pose the challenge of upskilling of the team members and to leading virtual teams effectively, which often gives rise to communication barriers. Research has also confirmed that overcoming these difficulties will be important to improving teams' full potential within the digital work environment. For example, a study has identified the role of interpersonal communication in enhancing the effectiveness of a team in the digital world; it has been asserted that only proper communication strategies can help to overcome digital challenges (Sanmas, 2024).

Knowledge Gap in Existing Research on Strategies for Enhancing Team Performance

Despite extensive research on team performance in the digital work environment, a knowledge gap remains regarding the most effective strategies to improve team performance. Although several key factors affecting team effectiveness have been identified, further research is still required to develop innovative strategies specifically designed for the unfolding digital environment. Organizations can gain expertise for optimizing team performance in the digital workplace and maintaining a competitive edge in the business environment.

Research Methodology

To explore strategies that increase team performance in the digital work environments, this study adopts a systematic review approach, focusing on empirical evidence from recent scholarly publications. The methodology involves three key steps:

1. Data Collection

Relevant literature was identified through a careful search of academic databases, including PubMed, Scopus, and Google Scholar. The search focused on peer-reviewed articles published between 2010 and 2024 to get the latest insights. Keywords such as "team performance," "digital collaboration," "remote work strategies," and "virtual team management" were used. Inclusion criteria included studies with empirical data, a clear focus on digital environments, and applicability to team performance. Articles lacking empirical evidence or focusing on non-digital settings were excluded.

2. Data Analysis

The selected studies were analyzed using thematic analysis to identify recurring themes, patterns, and gaps in existing literature. Key variables such as communication methods, leadership styles, digital tool adoption, and team dynamics were studied to evaluate their impact on teams' performance.

3. Validation

To ensure reliability and validity, the methodology included cross-referencing between studies to establish consistency in findings. Also, expert opinions and insights from related fields, such as organizational behavior and digital technology, were reviewed to contextualize the data.

This paper provides conclusions of the various studies that focus on the capacity building of the team operating in digital work environments.

Findings

The contemporary time of digital workplaces has dramatically changed the ways of working, interacting, and achieving goals among teams. As organizations become more concerned with using digital media and virtual platforms, team performance dynamics have also changed with both opportunities and challenges. This section summarizes some key findings to support the empirical evidence on strategies for improving the productivity of digital workplaces.

Strategies for Enhancing Team Performance in the Digital Era

Interpersonal Communication and Digital Technology Integration: Digital tools and personal connections add up to the efficiency of modern workplaces. This combination increases team's operational effectiveness, worker satisfaction, and staff loyalty (Sanmas 2024). Online platforms give teams new ways to share ideas and work together. Teams accelerate choices and promote fresh thinking when they connect easily.

Digital tools bring office and remote workers as one team. When organizations use technology carefully, they strengthen team relationships and perform better.

Executive Team Heterogeneity and Corporate Performance: Different backgrounds among top leaders strengthen company performance. Age ranges, financial expertise, and international experience all combine to optimize the performance. Research finds team diversity to be successful for digital

change within an organization (Lin, 2023). Diverse age groups, genders, and cultures in leadership teams help companies transform and grow better (Huang et al., 2021).

Digital Transformation and Corporate Social Responsibility (CSR) Performance: Companies that go digital improve their social impact through better green practices and social oversight. Sun (2023) found that resources and local rules determine how digital changes affect social responsibility programs. Digital skills among team members also affect how well companies use technology to meet their business goals.

Knowledge Heterogeneity and Project Performance: Different types of knowledge predict how well teams perform their projects. Liu et al. (2023) showed that digital skills help teams turn diverse expertise into better results. Mixed backgrounds promote new ideas and better solutions to problems. Teams succeed when they combine different viewpoints and skills, Liu et al. (2023) found. People who think differently and bring new experiences help in identifying hidden issues. Their fresh ideas may lead to smarter choices. Well-diversed teams also have flexibility when projects are undergoing different curves. Project leaders must build work environments where every team member speaks up and contributes.

Team Alignment and Performance Antecedents: Customer control and team capability are important antecedents of team alignment, which would mean customer-provider relationships should be aligned with the corresponding team-level construct in the search for improved overall team performance (Jadhav et al., 2023). Other drivers, besides customer control and team capability, may significantly contribute to achieving team alignment, which finally leads to improved team performance, such as effective communication and clear goals.

Team Resilience and Performance: Task cohesion, social cohesion, and collective efficacy are positively correlated with resilience characteristics, highlighting the role of team dynamics, cohesion, and efficacy in fostering resilience and ultimately improving team performance (López-Gajardo et al., 2022). To enhance team resilience and performance further, it is crucial to foster a positive team environment that promotes open communication, trust, and a shared sense of purpose. A strong sense of team identity and shared goals can also contribute to increased resilience and better performance (Thomas & Nelson, 2019). Leaders play a vital role in promoting resilience and performance by providing support, feedback, and resources to team members.

Digital Organizational Culture and Performance: Digital organizational culture and capability serve as fundamental predictors of organizational performance through digital innovation. By focusing on these aspects, organizations can drive performance improvements in the digital era ("The Impact of Digital Organizational Culture and Digital Capability on Organizational Performance through Digital Innovation Mediation in the COVID-19 Era: A Study on Indonesian Pharmaceutical SOEs," 2022).

Intrapreneurship and Organizational Vitality: Big data and good human resource management should ensure creativity within organizations to result in better performance outcomes in this digital era. Such use of data and HR practices has the possibility to improve organizational ability and competitiveness. literature, Wan & Liu, 2021}. Besides, advanced technologies and strategic workforce planning are also likely to help an organization quickly respond to changing market conditions and customer demands.

Team Reflection and Adaptation: Team reflection and adaptation are crucial components of team process improvement, influencing outcome variables and performance criteria. The ability of teams to reflect on their processes and adapt accordingly impacts their overall performance (Wiedow and Konradt, 2010). Reflecting on one's work and making adjustments in response is a key factor in the success of any team as it allows them to continuously improve and enhance their performance. Adaptability is a crucial skill for teams, as it enables them to respond effectively to changing circumstances and make necessary modifications to maintain their effectiveness. When teams reflect on their processes and learn from their experiences, they are better equipped to adapt to new challenges and achieve their goals. In conclusion, the capacity of teams to reflect on their work and adjust their processes accordingly is a critical element for achieving success and maximizing performance.

Cohesion and Virtual Team Performance: Cohesion significantly affects virtual team performance, emphasizing the importance of fostering cohesion in virtual settings to enhance team effectiveness and outcomes (Chaudhary et al. 2022). Furthermore, the impact of cohesion on virtual team performance cannot be overlooked. Research has shown that teams with higher levels of cohesion tend to have better communication, collaboration, and problem-solving skills, which are essential for achieving successful outcomes in virtual environments. Therefore, virtual team leaders must prioritize building cohesion among team members through various strategies such as regular communication, shared goals, and social activities to maximize the potential of their virtual teams.

These findings collectively highlight the multifaceted nature of strategies for enhancing team performance in the digital era, emphasizing the importance of factors such as communication, team composition, digital transformation, knowledge utilization, and organizational culture in driving performance improvements in digital environments.

Conclusion

In the contemporary digital workplaces, improved team performance significantly contributes to organizational success. Research has identified several key elements that improve digital team's performance, including innovation, digital leadership, clear communication, a robust but friendly organizational culture, and effective team adaptability. This study investigated methods for improving team performance in the digital age workplaces, addressing the knowledge gap regarding the relationship between digital changes, team processes and outcomes. The research contributes to the

empirical evidence, specifically identifying themes related to using the digital tools, appropriate leadership, and supportive organizational culture in the pursuit of optimal team performance within digital environments.

The study has also underscored the importance of organizational commitment to promoting digital transformation efforts, investing in leadership development programs for the digital workplaces, and cultivating a work culture that encourages the values of lifelong learning and adaptation. This study has recommended practices for achieving these objectives include implementing modern communication strategies, promoting team adaptability, and using digital technologies for process optimization and increased collaboration.

It is also recommended that further research is needed to examine the long-term impact of digital interventions and changes on team performance, as well as to investigate whether digital leadership facilitates or impedes organizational change and to explore the potential effects of emerging technologies on team dynamics in modern digital workplaces. This could help organizations to have a leadership position in the digital future and better prepare their teams for success within the ever-evolving digital work environment.

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