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Governing Attention and Priority Conflict in Digitally Saturated Workplaces

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Abstract

Digitally saturated workplaces expose employees to overlapping messages, alerts, workflow updates, visibility cues, and requests that compete for limited attention. Prevailing responses often frame the resulting difficulty as an individual problem of focus, self-control, or communication etiquette, thereby underexamining how organizational systems allocate urgency, authorize interruption, and distribute the burden of resumption. This Original Governance Framework Article develops an evidence-bounded conceptual account of attention as an organizational resource and proposes an Attention-Governance Framework for analyzing priority conflict in digitally mediated work. The framework distinguishes digital interruption architectures from discrete interruption events and links channel design, response norms, priority authority, interruption legitimacy, resumption protection, escalation routes, recovery arrangements, and contestability. It further proposes behavioral narrowing as a conditional process through which overload may reduce cue sampling, compress decision horizons, defer voice, and constrain exploratory action. The article advances design principles and testable propositions while separating technological capability from legitimate authority, behavioral visibility from performance, formal policy from enacted practice, and conceptual plausibility from empirical validation. Its implications concern organizational design, employee well-being, coordination reliability, and research on dynamic attention processes. The framework remains non-empirical: its constructs, cross-level relationships, and governance mechanisms require construct validation, longitudinal and multilevel testing, and comparison with rival explanations such as workload, staffing, leadership climate, role conflict, and task interdependence. It is therefore offered as an original organizing synthesis rather than a validated causal model or implementation-ready prescription.

Keywords: Attention as an organizational resource, Digital interruption architectures, Priority conflict and switching costs, Behavioral narrowing under attention overload, Measurement and research directions, Governing

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Introduction

Workplace attention is commonly treated as an individual capacity that employees should protect through discipline, prioritization, or selective technology use. That framing is incomplete because interruptions are not homogeneous disturbances and their consequences depend on the interrupted task, interruption source, timing, appraisal, actor, and context [1]. In digitally saturated settings, organizations influence these conditions through channel proliferation, notification defaults, meeting practices, performance visibility, escalation routines, staffing, deadlines, and assumptions about responsiveness. Attention is therefore not merely possessed by individuals; it is continually claimed, redirected, and legitimized through organizational arrangements. The central problem is not simply that employees receive too much information, but that multiple claims can arrive with uncertain authority and incompatible temporal demands.



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Digital saturation also cannot be understood as a deterministic effect of devices. Harmful outcomes arise from configurations of connectivity, information demand, monitoring, and work extension; technology demands may be appraised as challenges, resources, or hindrances; and implementation choices redistribute autonomy, feedback, workload, and control. Digital-workplace demands, technostress appraisal, and work-design choices jointly make attention allocation a sociotechnical organizational problem [2–4]. This perspective shifts analysis from individual coping toward the rules and infrastructures that determine who may interrupt whom, which channels signal urgency, what response delay is acceptable, and whether employees retain discretion to complete, suspend, or renegotiate work. It also preserves the possibility that some interruptions provide information, coordination, or social value.

A further complication is that digital systems make work behavior visible in ways that can attract managerial and peer attention. Persistent traces, activity indicators, dashboards, and communication records can change coordination, evaluation, and accountability, but behavioral visibility is not equivalent to performance or legitimate priority [5]. A visible request may be easy to count yet strategically minor; an invisible task may be consequential but poorly represented in digital traces. When visibility becomes a proxy for importance, employees may redirect attention toward demonstrable responsiveness rather than substantive contribution. Accordingly, the governance question concerns not only interruption frequency but also how evidence of availability, activity, and responsiveness is interpreted, rewarded, and converted into claims on another person's time.

Connectivity can additionally extend work beyond conventional temporal boundaries, although such extension is uneven across occupations, schedules, households, and national settings [6]. This variability cautions against universal claims about constant availability while reinforcing the need to examine how temporal expectations are organized. The article therefore develops an Original Governance Framework rather than an empirical evaluation or managerial checklist. Its objective is to define digital interruption architectures, priority conflict, switching and resumption burdens, and the proposed construct of behavioral narrowing, then integrate them within an Attention-Governance Framework. The contribution lies in relocating attention from private self-management to contestable organizational design while explicitly separating established evidence, critical interpretation, and newly proposed governance relationships that require empirical testing.

Digital interruption architectures

Digital interruption architectures are defined here as the sociotechnical configurations through which claims on attention are generated, signaled, routed, intensified, deferred, and recorded. They include communication channels, default notification settings, synchronous and asynchronous rhythms, visibility features, response expectations, escalation signals, and the distribution of control over interruption timing. A discrete interruption is an event; an architecture is the patterned arrangement that makes particular events more likely, salient, legitimate, or difficult to refuse. Technology-mediated interruption consequences depend on domain, task relevance, perceived overload, and worker control rather than channel volume alone [7–9]. Thus, two workplaces with similar message counts may produce different attention burdens because requests differ in congruence, authority, timing, and employees' capacity to negotiate response.

The architecture concept also prevents a simplistic prohibition model. Email or messaging interruptions can impose switching costs while conveying useful information, and daily interruptions may simultaneously increase strain and provide social or affective benefits [10]. The relevant evaluative question is therefore not whether interruption exists, but whether its coordination value justifies its attentional cost and whether that cost is fairly distributed. Source, content, timing, and task congruence matter, as do the consequences being assessed. A message that delays concentrated analysis may nevertheless prevent duplicated work; a spontaneous interaction may disrupt progress but restore social connection. These possibilities do not establish net benefit. They indicate that governance should preserve legitimate coordination while reducing avoidable, ambiguous, or status-driven claims.

Architectures can also create strain indirectly. IT-mediated information interruption may contribute to emotional exhaustion through perceived overload and disrupted work processes [11]. Yet exhaustion should not be treated as an automatic outcome of message exposure. General workload, role conflict, inadequate staffing, poor leadership, or low autonomy may generate both frequent interruption and strain. Moreover, evidence reported at the individual level does not by itself demonstrate an organization-level effect. The proposed governance interpretation is that organizational arrangements condition exposure, appraisal, and controllability, thereby shaping—but not determining—employee experience. Evaluation should therefore compare formal channel rules with enacted communication practices, distinguish actual interruptions from anticipatory monitoring, and examine whether certain roles, statuses, shifts, or remote-work arrangements bear disproportionate interruption and resumption burdens.

At the organizational level, an architecture should be assessed through at least four separable questions. First, what captures attention: alerts, meetings, dashboards, or informal requests? Second, what converts salience into obligation: hierarchy, customer exposure, workflow dependency, or fear of appearing unresponsive? Third, who can defer, redirect, or contest a claim without penalty? Fourth, how are the costs of suspension and resumption recorded and redistributed? These questions prevent employee perceptions from being treated as direct measures of organizational design while still recognizing them as

consequential evidence of enactment. They also distinguish formal permission to mute or delay communication from substantive power to exercise that permission under workload and status asymmetries.

Priority conflict and switching costs

Priority conflict is proposed as the simultaneous presence of claims that carry incompatible urgency, authority, sequencing, or completion demands. It differs from ordinary multitasking because the conflict concerns which claim is legitimately entitled to govern action. Switching costs refer to transition and resumption burdens, whereas attention residue describes continued cognitive attachment to suspended work. Experimental evidence indicates that anticipated time pressure on a suspended task can leave attention residue and reduce performance on the interrupting task, while a ready-to-resume plan can mitigate this effect [12]. The finding supports resumption protection as a plausible design mechanism, but it does not establish that planning eliminates all switching costs or resolves organizational disagreement over priority.

Switching is also mediated by concentration and competence-related processes. Interruption-based technostress can impair task performance through disrupted concentration and perceptions of competence, with individual differences influencing vulnerability [13]. These differences should not be converted into demographic profiling or assumptions that some employees are naturally interruption-tolerant. Technology familiarity, task experience, confidence, workload, and support may account for apparent variation. A governance approach therefore asks whether systems create unnecessary concentration demands and whether employees receive sufficient context, authority, and recovery time to resume work. It does not assign responsibility for architecture-induced fragmentation to employees who experience greater difficulty under interruption.

Field evidence further shows that interruption effects depend on work microstructure. Task duration, transition timing, batching, and the operational sequence of work can condition productivity costs and benefits [14]. This challenges organization-wide policies based solely on counts of messages, meetings, or task switches. A short interruption at a natural transition point may differ materially from an interruption during a tightly coupled analytical sequence. However, findings from a specific operational setting should not be transferred directly to knowledge work, healthcare, education, or creative work. The general implication is conditional: governance should be sensitive to task structure and should test whether interruption rules fit the temporal and cognitive organization of the work being performed.

Interruption timing within a task and interruption frequency also affect resumption and performance, making breakpoint placement a relevant design variable [15]. Nevertheless, laboratory findings do not provide validated workplace thresholds for acceptable interruption frequency or timing. Task complexity, criticality, employee expertise, and interdependence may modify the relationship. Priority governance must therefore avoid fixed numerical rules presented as universally safe. It should instead clarify who can declare urgency, which tasks warrant protection, how suspended work is recorded, and how exceptions are reviewed. **Table 1** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for definitions, constructs, and conceptual boundaries for governing attention and priority conflict in digitally saturated workplaces.

Table 1. Definitions, constructs, and conceptual boundaries for Governing Attention and Priority Conflict in Digitally Saturated Workplaces.

Construct or component	Definition	Problem addressed	Distinction from adjacent concepts	Proposed role	Uncertainty	Boundary statement
Attention as organizational resource	Limited capacity allocated through work arrangements	Competing claims	Not employee focus alone	Object of governance	Value varies by task	Not a measurable firm asset
Digital interruption architecture	Channels, defaults, norms, visibility, and escalation	Recurrent attention capture	Architecture, not single event	Shapes exposure and legitimacy	Enactment differs	No universally harmful configuration
Interruption event	Discrete diversion from focal activity	Immediate discontinuity	Event, not system	Unit for temporal analysis	May support coordination	Frequency alone is insufficient
Priority conflict	Proposed: clash among urgency, authority, sequence, or completion claims	Unclear legitimate precedence	Not ordinary multitasking	Identifies governance failure	Authority may be contested	Proposed definition; unvalidated
Switching cost	Transition and resumption burden	Lost continuity	Not interruption count	Design-sensitive burden	Depends on task structure	Effect sizes are context-bound
Attention residue	Continued attachment to suspended work	Impaired reorientation	Cognitive carryover, not general fatigue	Target for resumption protection	Mechanisms may overlap	Planning may mitigate, not eliminate

Behavioral narrowing	Proposed: reduced cue sampling, horizon, voice, and exploration	Reactive coping under overload	Broader than distraction	Candidate downstream process	Construct unvalidated	Requires direct measurement
Attention governance	Proposed: rules for priority authority, legitimacy, resumption, recovery, and contestability	Unallocated organizational responsibility	Not etiquette or surveillance	Organizes design decisions	Cross-level links untested	Not implementation-ready

Behavioral narrowing under attention overload

Behavioral narrowing is proposed as a conditional pattern in which sustained attention overload reduces the range of cues, time horizons, alternatives, and social inputs considered during action. Its proposed manifestations are reduced cue sampling, reactive short-horizon prioritization, deferred voice, and constrained exploration. The construct is broader than distraction: distraction concerns diversion, whereas narrowing concerns the restricted repertoire that may follow repeated demands to respond, switch, and resume. Technology distraction has been associated with impaired self-regulation and lower work engagement, providing evidence for proximal correlates but not validating the unified behavioral-narrowing construct [16]. Reverse causality remains plausible because disengagement or low control may also increase susceptibility to distraction.

The proposed process should not be represented as a single linear deterioration pathway. Technology stressors can be appraised as challenges or hindrances; emotional exhaustion can mediate work–life consequences; and work–family conflict can connect technostressors with job and family satisfaction. Technostress pathways vary through challenge–hindrance appraisal, emotional exhaustion, and work–family conflict, with resources and context constraining interpretation [17–19]. Job self-efficacy, autonomy, support, boundary preferences, task meaning, and recovery opportunity may interrupt or redirect these pathways. Conversely, workload, staffing shortages, role ambiguity, surveillance, or leadership climate may be rival explanations for both overload and narrowed behavior. The evidence therefore supports differentiated strain processes, not an established organizational syndrome.

As an original synthesis, behavioral narrowing creates a testable bridge between interruption research and organizational governance. Reduced cue sampling would be reflected in reliance on the most salient or recent request while neglecting weak signals. Reactive prioritization would privilege immediately visible demands over consequential but less observable work. Deferred voice would occur when employees postpone questions, disagreement, or escalation because attention is consumed by response obligations. Constrained exploration would appear as reduced search for alternatives, experimentation, or learning. These dimensions must be measured separately before aggregation is considered. They may occur independently, may be adaptive during genuine emergencies, and may differ across individual, team, and organizational levels. Conceptual plausibility does not establish prevalence, direction, duration, or organizational effect.

Behavioral narrowing must also be situated temporally and across levels. A short episode may represent rational concentration during acute urgency, whereas recurrent narrowing may indicate that the work system repeatedly rewards immediacy over judgment. Individual narrowing could aggregate into team-level silence or coordination rigidity, but that cross-level relationship is proposed and cannot be assumed. Organizational routines may also generate narrowing without employees experiencing subjective overload, for example when dashboards privilege a restricted set of visible indicators. Future tests must therefore distinguish perceived overload, observable switching, decision content, voice behavior, and organizational routines rather than treating them as interchangeable manifestations of one latent condition.

Proposed attention-governance framework

The proposed Attention-Governance Framework begins from the premise that digital features create possibilities for visibility, persistence, association, and coordination, but do not determine how those possibilities are enacted [20]. Its central visual anchor is a proposed organizational governance layer between interruption architecture and attention processes. This layer contains seven functions: priority authority, interruption legitimacy, channel and default design, protected focus and resumption, escalation and exception routes, recovery and disconnection, and monitoring, contestability, and feedback. These functions do not eliminate interruption. They specify how an organization may distinguish coordination needs from avoidable capture, make authority visible, and allocate the burdens created when work must be suspended and resumed.

Figure 1 presents the original conceptual synthesis for attention-governance framework, showing how the article’s principal constructs, mechanisms, uncertainties, and decision boundaries are connected.

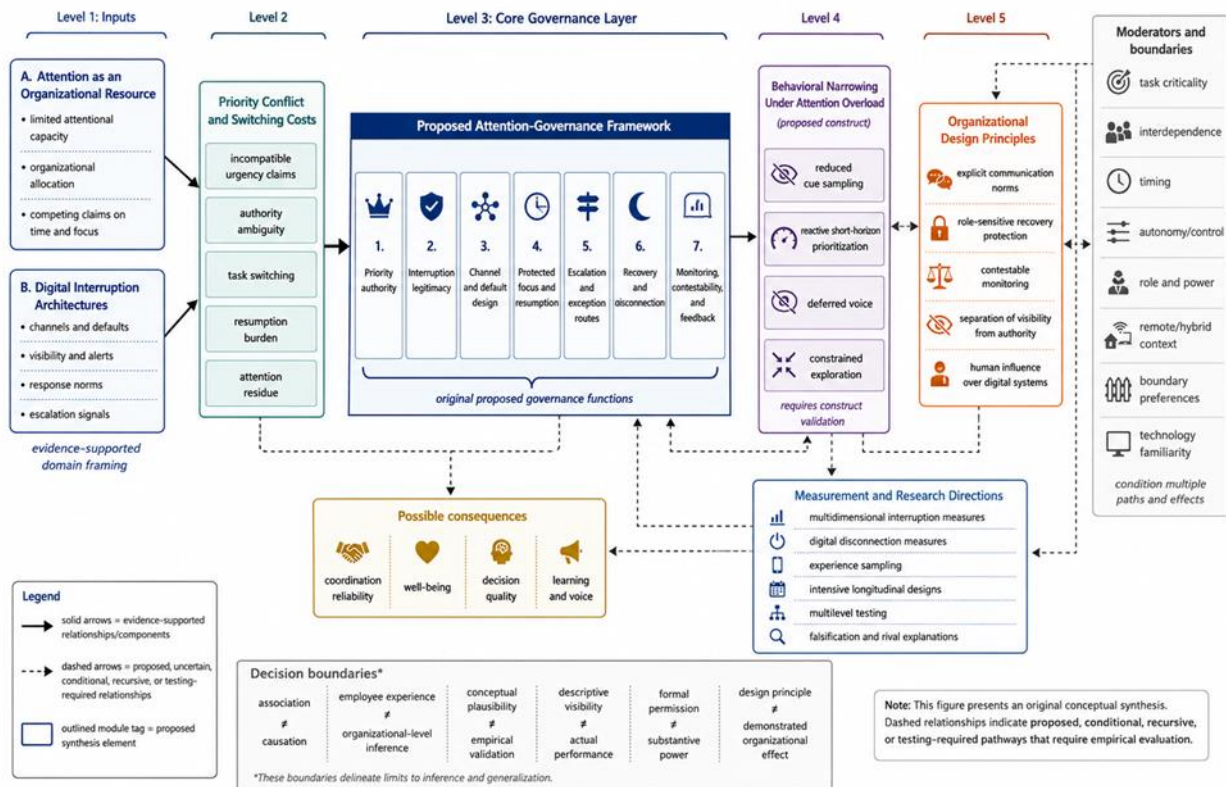


Figure 1. Attention-Governance Framework

Team collaboration illustrates why governance must address enactment rather than tool adoption. Digital affordances can enable coordination while also intensifying overload, isolation, and boundary disruption [21]. The proposed framework therefore treats an interruption as potentially legitimate when it protects safety, resolves consequential interdependence, or prevents costly duplication. Legitimacy remains conditional on role, context, and proportionality. A request may be important without requiring immediate response, and formal urgency labels may be strategically inflated. Governance should make the basis of urgency inspectable and provide routes for redirection, batching, or escalation. These are proposed decision principles, not demonstrated interventions, and pandemic-era collaboration evidence cannot establish their universal applicability. Work-design conditions further moderate the framework. Autonomy, social support, monitoring, workload, and self-discipline influence remote-work experiences and effectiveness [22]. Within the proposed synthesis, autonomy means legitimate discretion over sequencing and response, not the transfer of organizational coordination problems to individual workers. Support concerns access to clarification, backup, and conflict resolution rather than encouragement to tolerate overload. Monitoring should reveal system patterns without converting visibility into performance or intensifying anticipatory response pressure. Because work arrangements, occupations, and interdependencies differ, the same governance mechanism may protect concentration in one setting while obstructing necessary coordination in another. Digital traces may help identify recurring interruption situations, channel congestion, or policy-practice discrepancies [23]. Detection, however, is not equivalent to interpretation or legitimate authority. Trace patterns cannot determine whether an interruption protected safety, reflected status pressure, compensated for understaffing, or enabled consequential voice. The framework therefore places contestability beside monitoring: affected employees should be able to question classifications, explain contextual exceptions, and challenge burdensome norms. Data minimization and role-sensitive access are also necessary conceptual boundaries. The proposed feedback loop uses evidence to revise architecture and governance rules, not to score individual compliance or automate priority decisions. Finally, attention claims can operate before an interruption occurs. Expectations for after-hours email monitoring may deplete resources even when message volume is limited [24]. The framework consequently includes anticipatory availability as an architectural feature and treats recovery protection as part of priority governance. An organization may formally permit disconnection while informally rewarding rapid response, leaving substantive power unchanged. Evaluation must therefore compare stated rules with promotion signals, managerial behavior, workload allocation, exception frequency, and employees' ability to delay response without penalty. **Table 2** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for proposed mechanisms, relationships, and organizational consequences in governing attention and priority conflict in digitally saturated workplaces.

Table 2. Proposed mechanisms, relationships, and organizational consequences in Governing Attention and Priority Conflict in Digitally Saturated Workplaces.

Mechanism or relationship	Antecedent	Mediator or process	Moderator	Expected consequence	Rival explanation	Validation requirement
Salience-to-obligation	Alerts, visibility, response norms	Perceived legitimacy	Role and power	Proposed: rapid reprioritization	Workload or hierarchy	Multilevel event study
Congruence pathway	Incoming-task relevance	Informational value versus disruption	Task interdependence	Mixed coordination consequences	Message quality	Field experiment
Resumption pathway	Suspended task and time pressure	Attention residue	Ready-to-resume support	Proposed: continuity protection	Task difficulty	Replication in actual work
Breakpoint pathway	Interruption timing and frequency	Resumption load	Task structure	Conditional performance burden	Complexity	Task-sensitive longitudinal test
Affordance enactment	Collaboration technology	Team practices	Work arrangement	Enabling or constraining coordination	Emergency context	Comparative team research
Trace-feedback loop	Digital footprint	Pattern detection and interpretation	Data quality and contestability	Proposed: architecture redesign	Workflow regularity	Prospective governance evaluation
Anticipatory monitoring	Availability expectations	Resource depletion	Enacted norms	Proposed: recovery erosion	General workload	Policy–practice comparison

Organizational design principles

The first design principle is explicit organizational ownership of communication norms and priority authority. Workplace telepressure contains both self-imposed and organizationally embedded components [25]. Organizations should therefore avoid treating rapid-response pressure solely as a personal habit. The proposed responsibility is to specify which roles may declare urgency, what evidence justifies escalation, which channels correspond to different temporal expectations, and how conflicting claims are resolved. Formal permission to delay communication is insufficient when managers reward immediate visibility or workloads make delay impracticable. Policy, enacted norm, and substantive power must be evaluated separately. The second principle is protected recovery. Telepressure is associated with poorer work–life balance partly through diminished recovery experiences [26]. Recovery protection may therefore include role-sensitive response windows, backup coverage, explicit exception routes, and restrictions on routine escalation into nonwork time. These arrangements should not be framed as a universal right to ignore consequential events or as an individual duty to disconnect successfully. Their purpose is to make exceptional availability genuinely exceptional and to distribute coverage transparently. The effect of any arrangement remains conditional on occupation, staffing, temporal interdependence, and the credibility of managerial enforcement.

A third principle is to evaluate whether work design preserves opportunities for psychological detachment, relaxation, mastery, and control, which are associated with recovery outcomes across occupational evidence [27]. These dimensions are evaluation criteria rather than validated thresholds. An organization could reduce notifications while maintaining unrealistic workload, surveillance, or after-hours ambiguity; such a change would not necessarily improve recovery. Attention governance therefore requires joint examination of workload, scheduling, communication, staffing, and employee influence. It should also recognize that some workers prefer integration while others prefer segmentation, without allowing preference language to conceal unequal bargaining power.

A fourth principle concerns systems that schedule, monitor, evaluate, or allocate work. Algorithmic management can reshape job demands, autonomy, feedback, and control [28]. Technological capability must remain separate from legitimate authority: a system may predict congestion or recommend batching without being entitled to decide which work, stakeholder, or employee should absorb delay. Transparency, fairness, meaningful human influence, and contestability are proposed safeguards. **Table 3** organizes the evidence, constructs, relationships, uncertainties, and boundary conditions required for testable propositions, evaluation criteria, and practical responsibilities.

Table 3. Testable propositions, evaluation criteria, and practical responsibilities.

Proposition or criterion	Unit and context	Observable indicator	Evidence required	Falsification condition	Organizational responsibility	Misuse risk	Readiness boundary
P1 proposed: clearer priority authority reduces ambiguous switching	Teams using overlapping channels	Contested urgency and unplanned switches	Prospective multilevel comparison	No change despite enacted clarity	Define authority and appeals	Centralized silencing	Not ready without power analysis
P2 proposed: resumption support limits residue	Interdependent task work	Resumption latency and omitted steps	Field experiment	Support adds burden or produces no benefit	Provide lightweight handoff tools	Worker self-blame	Task fit must be demonstrated

P3 proposed: legitimate interruption preserves coordination value	Safety- or dependency- sensitive work	Reason, source, timing, and outcome	Event-level mixed methods	Legitimacy does not differentiate outcomes	Specify escalation criteria	Strategic urgency inflation	Exceptions require review
Recovery criterion	Role and nonwork context	Detachment opportunity and coverage use	Repeated measures and staffing data	Policy exists without experienced protection	Fund coverage and enforce norms	Preference used to justify exposure	No certification cutoff
Visibility-authority criterion	Digitally traced work	Decisions based on trace salience	Decision audit and qualitative evidence	Trace visibility does not influence allocation	Separate monitoring from authority	Surveillance and gaming	Human contestability required
Policy–practice alignment	Organization and subgroups	Response norms, workload, and penalties	Comparative subgroup evidence	Formal rule diverges from enactment	Correct structural inconsistency	Symbolic compliance	Readiness remains provisional

Measurement and research directions

Measurement must separate architecture, event, appraisal, process, and outcome. Digital disconnection is multidimensional and should be assessed directly rather than inferred from low message volume or nominal availability rules [29]. Measures should capture whether employees can disengage, whether disconnection is supported, and whether exercising it carries workload or career penalties. Scores should be examined by role, status, shift, and work arrangement. They are not thresholds for healthy governance, and high reported disconnection could reflect exclusion from consequential communication rather than protection.

Interruption measurement should likewise distinguish intrusions, distractions, discrepancy detections, and breaks [30]. Self-reports can reveal experienced disruption, while communication logs and task traces can characterize timing and channel patterns. Neither source is sufficient alone. Trace data omit meaning and power; self-reports may reflect affect, workload, or recall. Research should combine event reports, objective transitions, task characteristics, decision content, and qualitative accounts. Proposed behavioral-narrowing dimensions require separate construct-development work before any aggregate score is used.

Dynamic testing should represent autoregression, trends, cycles, and between-person differences in within-person processes [31]. Suitable studies could examine whether priority conflict precedes residue, whether narrowing persists after overload subsides, and whether governance changes alter trajectories. Yet dynamic modeling does not create causal identification. Preregistered field experiments, stepped changes, interrupted time series, and credible comparison groups are needed where feasible, with explicit attention to concurrent staffing, leadership, and workload changes.

Experience-sampling designs must align sampling cadence, construct level, temporal theory, confound control, and analytic treatment of interdependent observations [32]. Tests should examine rival models, including reverse causality, selection into communication-intensive roles, and common causes of interruption and strain. Framework refinement also requires qualitative process studies of authority and contestation, measurement invariance across occupations and national contexts, and subgroup analysis of burden distribution. Evidence should be capable not only of supporting the proposed framework but also of challenging or rejecting its constructs, links, and design principles.

A decisive research program should also examine distributional consequences. Aggregate reductions in interruption may conceal that lower-status employees absorb more coordination work, that peripheral workers lose access to consequential information, or that protected-focus arrangements privilege already powerful roles. Studies should therefore measure who initiates interruptions, who must respond, whose work is suspended, who can invoke exceptions, and whose objections alter the rule. Organizational-level claims require evidence that such patterns are shared, institutionalized, and consequential rather than merely averaged from individual reports. These tests would clarify whether attention governance redistributes voice and responsibility or only changes the visible surface of communication.

Conclusion

This article has proposed an Attention-Governance Framework for understanding how digitally saturated workplaces allocate attention and manage competing claims to priority. Its central contribution is to relocate interruption from an individual problem of focus or etiquette to a contestable organizational problem involving architecture, authority, legitimacy, resumption, recovery, and feedback. Digital interruption architectures shape which demands become salient; priority

arrangements shape which demands become obligatory; and work design shapes whether employees can defer, redirect, contest, or recover from those demands.

Behavioral narrowing was introduced as a proposed bridge between attention overload and reduced cue sampling, compressed decision horizons, deferred voice, and constrained exploration. The construct remains unvalidated, and its dimensions may be independent, temporary, adaptive, or attributable to rival conditions. Likewise, the framework's cross-level relationships do not establish causal effects, prevalence, or organizational performance consequences.

The framework is therefore a scholarly organizing device rather than a universal prescription or implementation system. Its value depends on whether research can distinguish architecture from events, visibility from performance, formal permission from substantive power, technological capability from legitimate authority, and individual experience from organizational inference. Empirical evaluation should permit rejection as well as refinement. Until those requirements are met, attention governance should be treated as a proposed basis for inquiry and responsible design deliberation, not as proof that particular controls will improve employee or organizational outcomes.

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