



MENTOR | The Journal of Business Studies

Faculty of Commerce and Management, Eastern University, Sri Lanka

JBS

IMPACT OF DIGITAL TRANSFORMATION ON ORGANIZATIONAL CULTURE – A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Digital transformation has emerged as a crucial strategic objective across industries that changes work methods, organizational structures and global marketplaces. An important yet often overlooked factor that affects this change is organizational culture, which can either facilitate or diminish the adoption and effectiveness of digital technologies. Despite the growing academic interest, the link between these two elements remains fragmented as studies often look at each notion separately and offer inconsistent conclusions. The study contributes to the current body of knowledge by addressing the existing gaps and critically analysing the existing research to clarify the ways in which organizational culture and digital transformation collaborate and influence on corporate outcomes. The methodology used in this paper is systematic literature review using a sample of 50 publications published in the period of 2010 – 2025 in this context. The findings indicate that organizational culture significantly influences digital transformation, especially when it prioritizes adaptability, innovation, collaboration, and continuous learning. On the other hand, such transformation initiatives can also shape cultural norms by fostering agility, transparency, data-driven decision-making, and novel modes of employee interaction. However, it is found that barriers such as cultural inertia, resistance to change and fragmented values can be particularly seen in traditional organizational cultures and firms with lower digital readiness. Based on the findings the study provides valuable insights for business leaders and managers towards an effective implementation of digital tools in their business operations. Additionally, scholars are provided with future research directions to conduct research on numerous underexplored contexts.

Keywords: Digital transformation, Organizational culture, Cultural adoption, Change management, Transformational leadership

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1. Introduction

The term digital transformation refers to a wide range of operations that utilize digital technologies to radically alter how businesses operate and provide value to their stakeholders. And digital transformation is becoming more widely acknowledge to be a key factor that reshape organizations in various industries (Lin, 2024). Beside just implementing novel technologies, digital transformation profoundly alters business culture,

personal roles, business models and practices (Hamdani *et al.*, 2021). The ability of companies to correlate cultural traits with digital imperatives including agility, innovative thinking, collaboration and data – driven decision-making is growing to be more important as contemporary businesses frequently navigate digital landscapes. Today business leaders have understood that various dynamics in the organizational culture will provide businesses a basis for navigating their digital transformation procedures and prospering in the digital era, securing long – term sustainability and effectiveness (Firican, 2024).

Despite the increasing interest of scholars in this regard, the correlation between digital transformation and corporate culture remains fragmented, complex and underexplored. While some research focuses how culture may drive or hinder effective digital projects (Rusu, Balasuriya and Bah, 2020), other studies focus at how digital transformation affects changes in employee behaviors, leadership approaches, communication methods and values. Additionally, already existing studies typically have a limited generality due to their industry-specific and case-based nature. And research that provides an integrative understanding on how different aspects of digital transformation (technologies, processes, leadership, strategy) engage with specific cultural aspects (innovative culture, readiness to change, flexibility) is yet to be developed. Furthermore, continuous insights into how corporate culture evolves over time as a result of digital transformation (Deep, 2023), is not frequently addressed in previous studies.

This review contributes to the current knowledge by addressing these gaps by providing comprehensive and organized synthesis of the body of literature, outlining the main ideas and supporting theories regarding synergistic impacts of organizational culture and digital transformation. In addition to categorizing and critically analysing the body of knowledge, the review also develops an integrative framework for capturing the dynamic, reciprocal nature of this relationship.

On a final note, the importance of this study is in regard to both scholars and practitioners. For scholars, it makes conceptual boundaries clear and provide pathways for theoretical development. Moreover, it provides strategic guidance to managers and corporate leaders on the types of culture needed to prepare in an organization to respond to and thrive in the digital era.

Research Objectives

- To critically analyse the impact of digital transformation on organizational culture.
- To assess the cultural drivers and barriers to digital transformation in businesses.
- To examine the bidirectional and recursive relationship between organizational culture and digital transformation.

2. Literature Review

Understanding digital transformation and organizational culture

The changing paradigm of digital transformation compels organizations to redesign their operations as well as internal processes and cultural approaches for digital success. Organizational culture creates the interpretive framework by which change receives both interpretation and management which determines the outcome of digital transformation practices.

Digital transformation is generally defined as implementation of digital technologies into every aspect of the business, significantly changing how firms function and provide value to the stakeholders. (Lin, 2024). However, studies suggest that digital transformation is not just incorporating latest technologies, it is a strategic endeavour that demands substantial adjustments to organizational structure, cultures, attitudes and leadership styles (Kapotas, 2023). Furthermore studies demonstrate that businesses reconsider their organizational capacities, business models and customer relationships as they progress in this transformational journey, emphasizing the need for a fresh approach to management and leadership that encourage innovation and flexibility (Appio *et al.*, 2021).

Organizational culture, which is an assortment of common values, beliefs and practices which govern the staff members to behave within a company, is at the centre of digital transformation (Elias and Akintayo, 2019). The system shapes member views on workplace adjustments and joint work within modern digital environments (Amaliah and Sawitri, 2023). A solid corporate culture fosters flexibility and is critical to the effective incorporation of digital technologies. This cultural adaptability is crucial as organization cultural structure has the potential to either facilitate or impede the changes needed by digital transformations (Wintarto, Meiliani and Carolin, 2024).

The research emphasizes the effectiveness of digital transformation initiatives is closely linked to a culture that upholds innovation, adaptability and employee engagement (Almatrodi and Skoumpopoulou, 2023). Furthermore, businesses require both organizational readiness together with digital leadership for creating an environment that welcomes change (Alshammari, Alshallaqi and Al-Mamary, 2023). This interaction between digital transformation, leadership and culture indicate a mutual encouragement in which each element must adopt concurrently in order to offer positive results.

Digital transformation as a catalyst for cultural change

Digital transformation acts as a catalyst for cultural change within companies as they eventually face the need to modify their culture in order to successfully integrate these changes as they try to integrate modern technology into their structures, processes and customer interactions. Studies suggest that this change goes beyond technology to include complete developments of leadership methods alongside staff engagement and teamwork principles that match digital initiatives (Cortellazzo, Bruni and Zampieri, 2019).

The role of leadership, particularly the digital leadership, which has been recognized as a critical factor in assisting businesses to handle the complex dynamics of digital transformation, is found at the centre of this cultural shift (Saputra and Saputra, 2020). Studies illustrate that present leaders must be change agents in addition to decision makers to establish a corporate culture that promotes innovations and ongoing improvements (Khurniawan, Irmawaty and Supriadi, 2024). Furthermore, it is mentioned that leaders in the digitalized settings, encourage risk – taking, adaptability and employee involvement more than in a traditional work setting (Cortellazzo, Bruni and Zampieri, 2019). Such environments foster collaborative mindsets aiming towards embracing digital initiatives and overcoming resistance to change. Furthermore, research establishes that developing a workforce that is digitally literate, defined by teamwork and common vision for digital integration, is crucial for the success of businesses in the digitalized era (Jewapatarakul and Ueasangkomsate, 2024). Moreover, as employees play an active role in digital transformation process instead of being passive recipients of orders from top management, which has a major impact to the success of these initiatives (Fachridian, Ramli and Araujo, 2024).

The businesses that effectively manage the digital transitions frequently demonstrate organizational ambidexterity, defined by Li et al, as ability to maintain a balance between maximising current capabilities and seeking new opportunities via innovation (Li et al., 2024). Furthermore, studies suggest that firms can accelerate the digital transformation adoption and better address market demands by fostering innovation and determination through incorporating agility into their corporate culture (Loizaga and Gonzalez, 2022).

This relationship is further evidenced as organizations undergo cultural change during digital transformation, it exposes operational deficiencies that require value and norm realignment (Belhadi et al., 2021). For instance, the existing operational procedures lead to obstacles when they do not support the digital transformation objectives. The smooth integration of changes depends upon organizations that address cultural barriers which include outdated practices and rigid hierarchies and lack of collaborative spirit (Almatrodi and Skoumpopoulou, 2023). Competent digital leaders make benefit to establish a culture that values continuous learning and development in addition to being responsive to modern technology (Yusof, Yaakob and Ibrahim, 2019). Furthermore, According to Mihardjo et al.'s study, entities with active innovative culture are more capable in aligning with digital initiatives, which enhances employee engagement and

eventually optimizes the company performances (Kocak and Pawlowski, 2023). This relationship underscores the argument that digital transformation should not be viewed in isolation, but rather as an extension of cultural evolution where values, attitudes and actions are reorganized to adopt a digital – centric perspective.

Although digital transformation is often touted as a means of upgrading and growing firms, some studies mention that it can also function as an occasion for undesired cultural shifts within those same entities. One of the main ways that digital transformation impacts detrimental cultural shifts is the introduction of new technologies that could ignore current organizational norms and practices. This lack of attention can end up in misalignment between present business culture and technological advancements, which may result in increased confusion, frustration and resistance within employees (Cheng *et al.*, 2024). For example, studies mention that digital transformation requires complex organizational modifications which test the current leadership methods and company cultural patterns. Employee dissatisfaction and lack of enthusiasm in new digital efforts may result from such poorly managed changes (Faro, Abedin and Çetindamar, 2021).

Furthermore, organizations becoming more data-driven along with their high reliance on technology creates the possibility of creating frustration among employees who feel threatened by such advancements. Studies elaborate that the apparent demand for new technological skills may cause employees to feel insufficient, which may encourage a culture of competitiveness and anxiety instead of cooperation and support (Solberg, Traavik and Wong, 2020). And, if the staff members are unable to keep up with the ongoing digital transformation initiatives they may feel exempted, which may create a culture of rejecting management and continuous changes (Barba-Sánchez *et al.*, 2024).

Research also suggests that the influence of digital transformation on culture becomes further compounded when leaders do not provide appropriate solutions to both emotional and psychological aspects of organizational change (Malik *et al.*, 2024). There is a frequent disconnection between the necessary cultural adjustments and the actual implementation of technology, leading employees to view digital transformation as a centralized approach rather than cooperative endeavour (Matsunaga, 2024). The absence of inclusive strategy hinders open dialogues and engagement and further establishing a culture where there is increased employee dissatisfaction (Jewapatarakul and Ueasangkomsate, 2024).

Additionally, stress at work and mental health issues may stem from the need to rapidly adjust to the digital change. Organizational efficiency efforts result in employee work overload while they must confront anxiety regarding technological capability acquisition. Studies illustrate that cultural change towards burnout and detachments may result from these requirements, which can lower morale and job satisfaction (Imran *et al.*, 2021). These unfavourable cultural changes can have an impact on the entire organization, resulting in less productivity and increased turnover rates (Rusu, Balasuriya and Bah, 2020). Furthermore, business leaders can effectively fix cultural imbalances and reduce resistance by having a proper understanding of the underlying principals and values which govern employee behavior. If this isn't addressed, the negative consequences of digital transformation on organizational culture may get severe (Veldhoven and Vanthienen, 2021).

According to the existing literature, it is clear that digital transformation acts as a critical catalyst for cultural change in organizations. And organizations required to transform their operational and social frameworks into a cultural system that emphasizes agility and innovation and team collaboration. However, studies also illustrate that digital transformation can produce adverse cultural shifts if not managed with proper consideration for current values and employee viewpoints.

Culture as a precondition for digital transformation

Culture is a fundamental requirement for effective digital transformation within an organization. Businesses must adjust their corporate culture to the rapid changes in technology and structure of operations in order to successfully execute and maintain digital strategies. The relationship between organizational culture and

digital transformation is supported by numerous studies. For example, according to Ali and Hasanah, the proactive approach to innovation and flexible business culture have a big impact on the effective adoption of digital technology and reduce resistance to change (Ali and Hasanah, 2024). This adaptive nature of organizational culture guarantees that organizations are ready to embrace digital transformation rather than resisting those changes. Furthermore, Kostromskyi demonstrates that establishing an atmosphere where staff employees are welcomed to suggest novel ideas and approaches is essential to the effectiveness of digital transformation (Kostromskyi, 2024). This aspect of organizational culture encourages not merely enhance innovation, it also establishes the need for organizations' flexibility to handle digital transformation challenges effectively (Valtonen and Holopainen, 2025). Organizations need to establish environments which empower both individual employees and teams to innovate since employee contributions hold central value in this cultural perspective.

Presence of digital competencies among both employees and business leaders is another critical element of corporate culture as a precondition for digital transformation. According to Mikhalev, establishing a digital corporate culture that enables staff members to navigate across modern technologies is vital to address the contemporary challenges of the digital era (Mikhalev, 2024). This highlights the need for organizations to fulfil two essential responsibilities by building necessary digital competencies while building a learning-centred organizational culture that encourages adaptation. Furthermore, Sivilca et al. notes that cultural elements that dictating staff interactions, decision – making processes and overall organizational responsiveness impact digital transformation (Sivilca et al., 2024). The design of digital transformation strategies requires leaders to evaluate cultural factors so that workers can maintain organizational alignment (Singh and Heß, 2020). Studies further emphasize the significance of organizational culture stressing that it can either assist or hinder the successful implementation of projects related to digital technologies. Studies suggest that in order to overcome resistance and enhance the overall efficiency of digital projects, they creates a culture that promotes open communication, teamwork and passion for change (Alshammari, Alshallaqi and Al-Mamary, 2023).

However, studies suggest that this proactive nature of organizational culture in digital transformations may pose some limitations. One limitation of this is the resistance to change brought on by long – standing cultural norms and traditions. Promoting a proactive culture within the organization may unintentionally lead to complacency among workforce who assume existing procedures – rather than new approaches – are sufficient for achieving digital objectives (Fachridian, Ramli and Araujo, 2024). Furthermore, firms which highly rely on proactive cultures sometimes fail to recognize the need for adaptive abilities throughout the transformation process. Wintarto et al. contend that although proactive culture is necessary to encourage innovation, it can also adversely affect the organization by facilitating rigidity, whereby established standards prevent the navigation of novel approaches that diverge from traditional concepts (Grecu and Călin, 2024). This rigid nature often shows up as a resistance to adopting novel strategies that are essential for negotiating the hurdles of digital transformation (Nickerson, 2020).

Furthermore, in some circumstances, business may put a significant number of investments in fostering proactive culture without even developing necessary technology infrastructure or employee skills. Studies demonstrate the importance of aligning cultural objectives with necessary technical and digital competencies for successful execution (Arulsamy *et al.*, 2023). Moreover, research emphasizes that proactive culture inadvertently put pressure on the workforce to constantly innovate at the expense of consistency and accuracy. In this situation, the proactive culture turns from a benefit into a double – edged sword where the need for progression could result in discontent among employees (Poltoratska, 2024). Additionally, a proactive organizational culture may occasionally hide key organizational variables with comparable importance to business success. Studies elaborates that effective digital transformation has the need of extensive understanding of several organizational elements that influence change, including structures, procedures, and leadership (Kidschun, Budde and Gomes, 2023).

Organizational culture serves as a fundamental precondition for digital transformation and firms need to prioritize adaptive, innovative and assistive culture in order to utilize digital initiatives at their full potential. However, studies show that it is not always effective to have a proactive culture as there are some limitations present such as resistance to change, overreliance on proactive approaches, technological mismatch and employee burnout.

Bidirectional and Recursive relationship

The existing studies aim to close the gap between these two aspects by emphasizing a bidirectional and recursive relationship between digital transformation and organizational culture. One of the key components of this dynamic relationship is the fact that positive and supportive organizational culture promotes digital transformation initiatives. For instance, studies elaborate that innovative corporate culture is essential in moderating the impacts of digital transformation on organizational performance (Liu, Wan and Yu, 2023). The effective adoption and utilization of digital solutions are ultimately driven by this cultural support, which make it easier for employee behavior to align with digital objectives (Firican, 2023). In the contrary, studies demonstrate that digital transformation projects can instigate shifts in organizational culture. Employee collaboration, communication, and task execution regularly need to evolve as a result of new technology being implemented by businesses (Asif, Yang and Hashim, 2024). For example, traditional hierarchical systems may give place for more flexible and participatory frameworks when entities shift towards data-driven decision-making made possible by digital transformation (Cao, Duan and Edwards, 2025).

Furthermore, the recursive nature of these shifts is demonstrated by the feedback loop between organizational culture and digital transformation (Baojing, Alias and Yaacob, 2025). Studies have identified that the cultural changes brought by digital transformation guide future digital projects because they stem from the newly established cultural values. For instance, learning and experimenting corporate culture generates increased willingness to bring in new digital tools and innovative practices (Fahmi, Tjakraatmadja and Ginting, 2023). Moreover, studies suggest that work structures due to remote technologies have the potential to encourage greater autonomy and decentralization, which in response might alter cultural norms (Bilderback and Kilpatrick, 2024). On the other hand, a culture that encourage risk taking might accelerate the uptake of new technologies (Liu *et al.*, 2023).

It is emphasized that the correlation between organizational culture and digital transformation is both bidirectional and recursive, where each aspect impacts and shapes the other. The adoption and implementation of digital technologies succeed in organizations with proactive culture while digital transformation initiatives redesign cultural norms and practices.

3. Methodology

The methodology of this study is systematic literature review that uses a sample of 50 most pertinent publications published from 2010 - 2025 in the context of the interplay between digital transformation and organizational culture. The sample of publications are critically appraised and synthesized quantitative findings. The methodology followed the PRISMA 2020 guidelines (Page *et al.*, 2021), ensuring transparency, rigor, and replicability. The systematic approach guarantees accurate literature coverage meeting with rigorous guidelines and reduction of bias.

Search Strategy and Search Strings

The search process was conducted across major academic databases such as, Scopus, Web of Science, ScienceDirect, Emerald Insights and Google Insights.

The search phrases were developed using Boolean operators and keywords to increase the coverage. Search strings include ("digital transformation" OR "digital technologies" OR "digital culture" OR "technology adoption") AND ("organizational culture" OR "organizational change" OR "cultural transformation").

Inclusion and Exclusion Criteria

Inclusion Criteria

- Peer-reviewed journal articles or high-quality conference papers
- Studies examining the relationship between digital transformation and organizational culture
- Studies on impacts, obstacles or cultural facilitators of digital transformation
- Publications within the timeframe of 2010-2025

Exclusion Criteria

- Studies that focus solely on technical aspects without cultural implications.
- Studies that are not related to organizational contexts (societal, digital cultures)
- Non-peer reviewed sources (blogs, reports)
- Publications that are not in English language

Screening and Selection Process

The initial database search identified 3240 records, of which 2220 remained after removing duplications. After the screening of Titles and Abstracts for relevance, 580 articles met the initial criteria. Full-text assessment was conducted on 580 articles. 70 articles were chosen as appropriate after their theoretical focus, methodological reliability and relevance were assessed. And, after quality appraisal, a total of 50 articles were included in the final synthesis.

Following PRISMA flow diagram shows a detailed summary of the selection process.

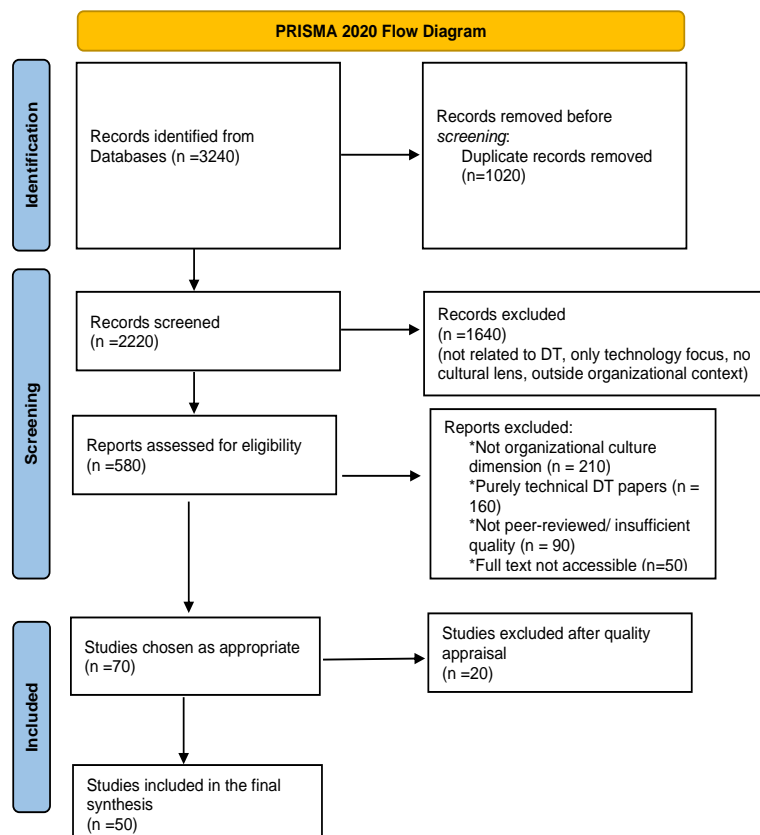


Figure 1: PRISMA flow diagram

4. Results and Discussion

Results

This systematic literature review investigates the complex relationship between digital transformation and organizational culture highlighting how each aspects affects the functions of other. The findings show a significant correlation between an adaptive organizational culture and the successful implementation of digital technologies and how digital transformation reshapes various aspects of corporate culture. The results are presented under key themes that have been identified according to the thematic analysis.

Cultural Enablers of Digital Transformation

According to the findings it is understood that digital transformation goes beyond utilizing novel technologies in organizations to a strategic initiatives that demand significant changes to organizational structures, cultures, attitudes and leadership styles (Omol, 2023). Furthermore, studies elaborate that organizational culture need to have features such as flexibility and adaptiveness to the effective implementation of digital transformation and the characteristics of corporate culture may either facilitate or impede the technological adoption to the contemporary firms (Busco, González and Aránguiz, 2023).

Organizations with cultures that promotes cooperation and information sharing among workforce have a higher chance of succeeding in their digital transformation goals (Jewapatarakul and Ueasangkomsate, 2024). Such cultures provide an atmosphere where employees feel encouraged to use technological tools creatively, in addition to facilitating simpler transitions to new technologies. The findings of Liu et al., who stress that corporate culture serves as a moderator in the relationship between digital transformation and corporate performance, are corresponding with the need for a cultural transition (Liu, Wan and Yu, 2023).

Digital Transformation as a Driver of Cultural Change

On the other hand, cultural shift within organizations is also facilitated by digital transformation. Findings reveal that digital technology adaption drives businesses to reevaluate traditional procedures, changing their fundamental cultures in the process (Alsaleh, 2024). Findings also show that adopting digital transformation produces an atmosphere where responsiveness, innovation and agility are valued highly, which often leads to a more dynamic business culture that can quickly embrace the changes in the market.

Research show that employee engagement, collaborative efforts and communication procedures transform as businesses utilize digital tools, complying with a modern digital identity (Firican, 2023). In this context, it is suggested that leaders need to accomplish technology implementation along with cultural adaptation efforts that support such projects.

Cultural Barriers to Digital Transformation

The most prominent barrier that is highlighted by the studies is the cultural resistance of both top management and employees resulting from traditional norms and practices (Scholkmann, 2021). The results indicate that while trying to modernize through digital channels, organizational internal resistance presents major obstacles. The analysis also highlights the importance of transformational leadership in establishing a culture that foster change in order to tackle resistance (Chukwuma and Zondo, 2024). It shows that leaders have the ability to greatly improve organizational agility and ambidexterity as it navigates change by coordinating organizational culture with digital initiatives.

Leadership and Employee Capabilities

Furthermore, the review exposes a significant relationship between digital culture and employee capabilities. Numerous research findings show that firms with a supportive culture are more likely to assist employees to develop their digital capabilities, which increases their likelihood to productively recognize and use digital technologies (Silalahi, Panggabean and Tanuwijaya, 2023). Moreover, research illustrates the significant of

skill – development programs, pointing out that workers with high – tech absorptive and innovative skills tend to be more ready to use digital strategies (Zhang, Xu and Ma, 2022).

Discussion

The results clearly support the argument that organizational culture is crucial for successful digital transformation. This aligns with the idea that it is not just about technology, it is a broad, strategic change that relies heavily on how ready the entire organization is to embrace this cultural shift. Furthermore, the findings show a bidirectional relationship between digital transformation and organizational culture. This implies that, as firms embrace digital tools, they must revisit conventional work procedures, decision-making frameworks and communication standards.

Moreover, resistance to change, especially from employees who are used to traditional ways, often comes from fear and confusion about new expectations. This shows that for technological shifts in work, there must also be a focus on changing the company culture.

The review also highlights that leaders who clearly share a strong vision for digital growth, promote trying out new ideas, and demonstrate digital habits can greatly improve organizational readiness to change. This echoes earlier studies showing that leadership plays a crucial role in linking digital transformation to a company's culture, helping to make transitions easier and cut down on pushback. Similarly, when employees build their digital skills, they feel more confident in using new technologies, which helps create a positive digital environment. This supports theories that highlight the importance of employee skills in driving successful digital changes within an organization.

5. Conclusion and Recommendations

This systematic literature review critically assesses the interplay between digital transformation and organizational culture, synthesizing the findings from various literature and industry contexts. Based on the results, there is a complicated, reciprocal and highly contextual interaction between digital transformation and organizational culture. Additionally, it is clear that there is bidirectional and recursive relationship between these two actors. Moreover, corporate culture acts as a dynamic result impacted by digital technologies as well as a driver of digital evolution. According to the results a flexible and adaptive business culture serves as a crucial facilitator of effective digital transformation, while the transformation process itself drives required cultural shifts.

The cultural shifts from digitally transformed organizations develop into agile, collaborative and innovation systems, these cultural transformations are not without challenges and typically generate mixed outcomes. The paper identifies resistance, cultural mismatch and identity threats as most prevalent barriers, particularly in entities with deeply embedded customs or poor change management. Also, the study figures out the key elements impacting this transition process including strategic communication, leadership, and employee digital readiness.

With all the thing in regard, this examination emphasizes the requirement of more complex, integrated and context – sensitive approach of analyzing and overseeing the interconnectedness between digital transformation and organizational culture.

The findings of this study offer several practical and managerial implications to business leaders, managers and policymakers in the adoption of successful digital transformation. Organizations are recommended to evaluate their existing cultural landscape prior to implementing digital initiatives. Identification of potential drivers and barriers is assisted by knowledge of contemporary values, customs and behaviors. Business leaders can then formulate digital strategies that align with the cultural norms to support transformational goals. Additionally, organizations need to promote cross-functional cooperation, lessen the fear of failure, and promote experimentation.

Furthermore, leaders need to be change agents, establish a clear vision and set an example of digital conduct. Communication that is transparent, constant and bilateral promotes trust, lowers resistance and strengthens the interplay between transformation efforts and culture. Additionally, organizations should actively encourage and engage staff members in the change process through proper training, feedback strategies and participatory decision making.

Moreover, organizational culture is shaped by people in the working environment. Therefore, organizations should invest more in digital literacy, upskilling and mindset development programs. Building a workforce with competence in digital tools and growth mindset helps companies to bridge the gap between digital transformation and cultural adoption.

On the final note, academics are provided insights to conduct future research based on underexplored contexts such as developing countries, SMEs and public sector. And research should examine how unique technological advancements such as artificial intelligence, big data analytics and robotics influence organizational values, decision-making norms, communication procedures and ethical considerations. Additionally, future studies are recommended to look at how companies handle human element of digital transformation such as concerns about inclusion, equality, inspection, and work-life balance.

Competing Interests: The authors declare that they have no competing interests.

Acknowledgement: Authors are grateful to thank the referees for the useful comments also expressed sincere thanks to the editorial board for effort to publish this article.

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