



DIGITALIZATION BEYOND TECHNOLOGY: ORGANISATIONAL CULTURE SUSTAINABILITY AND THEIR CHANGE DUE TO THE PANDEMIC (LITERATUR REVIEW)

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Abstract

Technological advances and continuous digitalization are transforming an organization's resources and capabilities. Aligning with digitally oriented cultural archetypes is critical to successful digital transformation. This study aims to determine whether the Covid-19 pandemic impacts organizational culture change, as well as to find cutting-edge knowledge about productive-sustainable organizational culture and predict digital culture in organizations based on traditional cultural archetypes.

The result is that the people-oriented cultural archetype is the most important for digital culture, while the values inherent in the cultural archetype of Norms or Goals inhibit it. The paper contributed to developing Functionalist and Structuralist cultural theories, showing the interaction of microcultures and cultural archetypes within an organization. Two frameworks on sustainable culture transformation and sustainability of organizational culture are derived from cutting-edge knowledge. Clean production requires managing the physical aspects of production and transforming organizational culture. What the author can criticize from these articles is the assumption that all organizations experience a decline in hierarchical culture and an increase in adhocracy culture and market culture. In fact, organizational culture shifts can vary depending on the industry, the size of the organization, and other factors.

Keywords: Organisational culture, Digital culture, Sustainable business

INTRODUCTION

Organizational culture is a phenomenon composed of individual elements (Schein, 1992). According to Schein's model, organizational culture's most frequently cited elements are artifacts, norms, attitudes, values, and basic assumptions (Schein, 1992). In other words, the basic values, attitudes, and beliefs that exist in an organization, the patterns of behavior that result from these shared meanings, and symbols that express the relationship between the beliefs, values, and behaviors of the organization's members (Denison, 1990).

Organizational culture is the result of the learning process. It is the result of accumulated experiences conveyed to the individual through the process of socialization; it provides continuity, reduces employee uncertainty, and affects their job satisfaction and emotional well-being; it is a source of motivation and can be a competitive advantage (Lukásová, 2010). Organizational culture can be viewed from different perspectives and relationships (e.g., Handy, 1993; Deal & Kennedy,

1982; Trompenaars, 1993; Hall, 1995; Goffee & Jones, 1998 et al.). Organizational culture is created in all types of organizations, regardless of purpose, not just profit-seeking.

The pandemic situation caused by Covid-19 has (and still is) impacted everyone's personal and professional lives. With anti-epidemic measures, there is also a change in organizational culture. Contact between people decreases, meetings move to an online environment, the balance between personal and professional life is disrupted, the stress load increases, and motivation is lost (Farkašová, 2021). Management must be able to respond to changes and adopt new solutions so that, among other things, organizational culture does not weaken.

Digitalization is revolutionizing the work environment, and its impact is accelerated by Industry 4.0, the Internet of Things, and the COVID-19 pandemic (Kraus et al., 2022; Orero-Blat et al., 2022; Dabrowski et al., 2022). Digital transformation has become an absolute necessity (Kraus et al., 2021; 2022) that disrupts traditional workplaces and labor processes (Kudyba et al., 2020; Bresciani et al., 2021a; Schafer et al., 2023). The labor market is undergoing significant changes, with machines and algorithms replacing manual mechanisms and human labor (Chen et al., 2022). Companies invest largely in digital transformation initiatives, yet many fail to achieve the desired results (Tabrizi et al., 2019). It can be attributed to the lack of alignment with corporate culture, which requires comprehensive diagnosis and adjustment before implementing technological tools.

This perspective aligns with Andriole (2020:15), who asserts that "digital transformation requires more than just improving technology or redesigning products." Therefore, digital transformation success depends on a deep understanding of organizational culture, as Andriole (2020) and Pedersen (2022) emphasized. In this context, Western companies, including Renault, Apple, Google, and Nestlé, wholeheartedly adopted a digital culture characterized by risk-taking, innovation, and collaboration (Kane et al., 2018; Grover et al., 2022) in response to the surge in digitalization, which includes Artificial Intelligence, Big Data Analytics, Internet of Things, and other related advancements. However, despite this paradigm shift, theoretical understanding and measurement of digital culture and the framework for its transformation and change continue to be less developed fields that require further research.

Organizational culture is characterized by a constant need to adapt to a dynamic technological landscape and generate value changes to meet or anticipate the demands of this environment in the future. Simultaneously, organizations must uphold stable values and preserve their cultural identity, ensuring the continuity of critical strategic behaviors, key functions, and operational routines (Schein, 1985; Leal-Mill, 1991). As a result, in addition to persistent values and operational routines maintained over time, there must be diverse and change-oriented behaviors that facilitate the development of cultural learning processes (Fiol, 2001). In other words, a certain level of cultural ambidexterity is required. However, cultural adaptation/innovation to the environment (exploration) and cultural reproduction/continuity through optimization achieved by combining or

integrating new cultural values (exploitation) represent different modes of organizational development guided by different logic (March 1991).

The organizational change or cultural transition process, which involves internalizing new values (e.g., digitalization), depends on two main factors. First, it relies on exploratory efforts to identify emerging trends of environmental change and assess their significance or impact on survival. Second, it relies on a degree of conformity or conflict with existing organizational values that facilitates or hinders the integration of these new values into the cultural code—an exploitative endeavor (Dyer, 1985). While organizations typically exhibit dominant cultural patterns that define their identity, it is important to note that organizational culture is not a monolithic entity. In it, several microcultures coexist, maintaining a balance of power between dominant and competing values (Leal-Mill, 1991).

Thus, based on the insights of Dyer (1985), it becomes clear that the presence of specific archetypes of values deeply embedded in organizational culture can hinder or facilitate (command) the implementation of the digital corporate culture. Can digital culture be predicted based on traditional organizational culture archetypes? Furthermore: Which combination of cultural types and values results in the most accurate prediction of digital culture?

There are two prominent theoretical approaches in the conceptualization of organizational culture (Burrell & Morgan, 1979): (i) functionalist theory, which primarily focuses on exploration, and (ii) structuralist theory, which incorporates an exploitative perspective of culture. Both approaches highlight the importance of understanding social structure and its influence on human behavior, albeit from different angles.

LITERATURE REVIEW

Organizational culture is the image of leadership and is seen as an important goal of the leader. Interpersonal relationships, environment, human realization, human personality development, employee performance and satisfaction, organizational image, and brand are all organizational cultures. It is related to management behavior and attitudes, organizational performance, organizational behavior, and employees. Specific definitions of the content of the term vary, but the organizational culture framework is understood equally (see, e.g., Denison, 1990, Hall, 1995, Gordon, 1991, Drennan, 1992, Schein, 1992, Brown, 1995, Sackmann, 2006).

Organizational culture is understood as a set of basic assumptions, values, attitudes, and norms of behavior that are shared in the organization and embodied in the thoughts, feelings, and behaviors. Members and artifacts of material and immaterial nature. Attempts to clarify the structural relationships of individual elements of organizational culture have led some authors to formulate models of organizational culture. The Schein model (1992) is the most widely cited and used. Schein influenced a whole generation of researchers with his conception of organizational culture as a

phenomenon structured into three levels (artifacts, values and norms, and core beliefs) (Luk'ašov'a, 2010). Many authors identify with this concept (e.g., Schneider & Barsoux, 1997). Some elaborate further, such as Lundberg (1996), who distinguishes four levels of culture (artifacts, rules and norms of behavior, values, and beliefs). Other authors structure the content of organizational culture differently. These include, for example, Kotter and Heskett (1992), who distinguish only two levels of organizational culture (patterns of behavior and shared values). The two levels are also distinguished by Hofstede (2001). In the "onion diagram," he shows culture at different levels of depth: the invisible core are values that can be derived from people's behavior; He identified rituals, heroes, and symbols seen as practices. In contrast, Hall (1995) distinguishes three levels of organizational culture: Artifacts and etiquette, Behaviors and actions, Moral core, beliefs, and values. Also, structure organizational culture in a similar way.

Several factors influence the strength of an organizational structure. Authors pay different attention to each influence and classify them differently (e.g., Handy, 1993; Gordon, 1991; Drennan, 1992; Brown, 1995). The most frequently emphasized are environmental influences (national culture, socio-cultural factors, business environment, competitive environment, customer influences), the influence of founders or leaders or owners, the influence of the size and age of the organization, the influence of technology, organizational structure, management methods and systems, and leadership style.

Over the years, theories have also been tested to determine features of organizational culture that are associated with organizational performance. It refers to a type of strong culture characterized by stability, a high level of sharing, and respect for certain beliefs and values within the organization. However, the downside is resistance to change and fixation on past experiences (e.g., Kotter & Heskett, 1992, Brown, 1995).

An engaged and participatory culture contributes to performance through the initiative and commitment of a loyal workforce (e.g., Wiley & Brooks, 2000). Although employee engagement is an important determinant of high performance, according to Kotter and Heskett (1992), organizations whose culture helps them adapt to change can succeed in the long run. Organizational learning ability, customer focus, and readiness to change have been identified as important features of adaptive culture (Farell, 2000).

The first typology of organizational culture, written by Harrison (1972) and Handy (1993), distinguishes power cultures in which the individual or individuals at the organization's center become dominant. Role culture is based on rules, procedures, norms, plans, logic, and rationality. Task culture is task-oriented. People culture is a culture in which the individual the organization depends on becomes the center of everything that happens. Typology is based on two dimensions: task orientation versus relationship orientation and hierarchy versus equality. This two-dimensional merger results in

four types of cultures with metaphorical names: family, Eiffel Tower, missile culture, and incubator culture.

According to Deal and Kennedy (1982), organizational culture is strongly influenced by the broader social and business environment. From this perspective, it is possible to identify a macho culture, a hard-working culture, your company's risk, and a process culture. While Deal and Kennedy formulated their theory concerning the relationship between organizational culture and environmental influences, Ansoff et al. (2018) distinguish types of organizational culture according to how organizations respond to environmental demands.

Organizational culture can then become one that is stable, reactive, anticipating, prospect-seeking, and creative. Bridges' typology (1992) includes as many as 16 types of organizations. To identify them, Bridges developed the Organizational Character Index (OCI) questionnaire based on four opposing tendencies: extraversion or introversion, sensing or intuition, thinking or feeling, and judgment or perception.

The typology of Goffee and Jones (1998) influences the content of organizational culture in terms of the relationships within the organization, taking into account the nature of these relationships and their implications for organizational performance. Two dimensions form the basis of their 'double S cube': friendliness and solidarity. For the study, Cameron and Quinn's (1999) model was chosen based on the Competitive Value Model (Quinn & Rohrbaugh, 1983). This model was chosen because it captures, as can be seen from the description of each type, the prevailing organizational values, and the associated strategic priorities within each culture, capturing the atmosphere within the organization, leadership style, and organizational success criteria. This fact may be related to the fact that the model was formulated in relation to the search for conditions of organizational effectiveness (see Model of Competitive Values) and that this level of representation in organizational culture allows an implicit assessment of the organization's strategic orientation. The basic dimensions of this model are flexibility versus control and internal versus external focus.

The types of culture defined by the author using these dimensions are called culture and culture, hierarchical culture, adhocracy culture, and market culture. Each type is characterized by the goals that the organization is working on and the tools used to achieve them. A welcoming work environment, shared values and goals, and team thinking characterize clan culture. It has more of a large family character than a business entity. The commitment to the organization is very high. The developmental benefits of each individual are emphasized, and the customer is seen as a partner. Teamwork, participation, and consensus are seen as paramount in organizations. The workplace has a dynamic entrepreneurial and creative environment in an adhocracy culture. People are willing to take risks; managers are visionaries and innovators. Innovative approaches and experiments bring organizations together. The emphasis is on being a leader in their field and developing new products. Innovation and adaptability to turbulent environments are seen as sources of profitability, and

organizational success is judged in this sense. The main task of the manager is to encourage individual initiative and creativity. Market culture is a characteristic of results-oriented organizations where people compete and focus on their goals. Organizations are united by a winning orientation, with success determined by gaining market share. Long-term attention is paid to competition, and fierce competitiveness prevails. Hierarchical culture represents a formal, structured work environment focused on procedures and regulations, with formal rules as a unifying element. The smooth running of the organization is considered paramount; The goal is stability and efficiency. Success is defined as reliability of delivery, meeting deadlines, and low costs. Employee management is mainly focused on ensuring employee safety.

METHOD

This literature review begins by selecting topics and keywords to search for relevant journals. The databases used are Elsevier/Google Scholar and Mendeley, published 20 years 23. The keywords in the journal search are Organizational culture, Digital culture, Digitalization, Corporate sustainability, and Organizational culture transformation.

The criteria for selected journals are (a) research that discusses the factors that influence the organizational culture model of sustainability and predictive models for digital culture in organizations, (b) original research, (c) in English, and (d) the research subjects are employees in the organization. Excluded journals are articles that are not fit for purpose, literature reviews, and article reviews. Of the 95 articles obtained, there was 1 1 relevant article, and then three articles were taken for this literature review.

FINDINGS

Author (year)	Research Objectives	Theoretical Framework	Methods	Participants	Key Findings
Marie Mikušová, Naděžda Klabusayová, Vojtěch Meier (2023)	The purpose of this research is to determine whether the Covid-19 pandemic has had an impact on the change of organizational	Schein's model (1992)	Organisational Culture Assessment Instrument (OCAI)	453 respondents	It was found that initially, hierarchy culture was predominant, while currently preferences for adhocracy and market culture have increased significantly,

Author (year)	Research Objectives	Theoretical Framework	Methods	Participants	Key Findings
	culture in public high schools				although the hierarchy type still prevails. In the type of future, respondents will see the clan of organizational culture. The shift in each type and its dimensions in the three periods studied provides the researcher with a theme for deeper research into the context and for school institutions and principals to develop strategies to support the creation of a healthy organizational culture.
Antonio L. Leal-Rodríguez, Carlos Sanchís-Pedregosa b,	This paper presents a research model that Predicts Digital	The mapping of paradigms in organization theory .	Research Model That Predicts Digital Culture in Organizations	285 respondents	the results indicate that a People-oriented culture archetype is the most important

Author (year)	Research Objectives	Theoretical Framework	Methods	Participants	Key Findings
Antonio M. Moreno-Moreno b, Antonio G. Leal-Millan (2023)	Culture in Organizations Based on Traditional Culture Archetypes		Based on Traditional Culture Archetypes		for digital culture, while values inherent to Norms or Goals culture archetypes hinder it. The paper contributes to the development of Functionalist and Structuralist Theories of culture, demonstrating the interplay of micro-cultures and cultural archetypes within an organization
Waewkane Assoratgoon, Sooksan Kantabutra (2023)	the existing research primarily investigates a corporate culture that focuses on enhancing productivity.	Sustainability Organizational Culture (SOC)	The Integrated Systematic Literature Review or ISLR	523 respondents	These frameworks highlight the hitherto unacknowledged importance of a normative grounding in cultural assumptions and values, delivering

Author (year)	Research Objectives	Theoretical Framework	Methods	Participants	Key Findings
					cutting-edge knowledge in the field of sustainability organizational culture. Research, theoretical and managerial implications from the review are also discussed.

RESULT AND DISCUSSION

Antonio L. Leal-Rodríguez, Carlos Sanchís-Pedregosa b, Antonio M. Moreno-Moreno b, Antonio G. Leal-Millan (2023). The result of this journal is that the archetype of people-oriented culture is the most important for digital culture in organizations. In contrast, the values attached to the archetype of cultural norms or goals hinder it. The study also found that a culture of innovation, characterized by creativity, dynamism, and a high tolerance for change, is positively associated with digital culture. On the other hand, a culture of purpose that focuses on productivity and efficiency and a culture of norms characterized by rigid rules and procedures are negatively associated with digital culture. This research shows the interaction between microcultures and cultural archetypes in an organization and provides insights for developing digital culture and overcoming resistance to digitalization.

Marie Mikušová, Naděžda Klabusayová, Vojtěch Meier (2023). The result of this journal article is that the COVID-19 pandemic has significantly impacted the organizational culture of public high schools. There has been a shift in organizational culture, with a decline in hierarchical culture and an increase in adhocracy and market culture. The preferred type of organizational culture is the clan type, which emphasizes a friendly and collaborative work environment. The research suggests that more research is needed to understand the implications of these changes and for school institutions and principals to develop strategies to support a healthy organizational culture.

Waewkanee Assoratgoon, Sooksan Kantabutra (2023) The result of this journal article is a systematic literature review and analysis of the sustainable organizational culture (SOC) field. The

study identifies key themes, influential authors, and documents in the SOC literature. The study also highlights the trajectory of literature growth and distribution and provides insight into the intellectual structure of the field. The article concludes by discussing the implications of the review for research, theory, and practice in the field of cleaner production.

The author synthesizes the three journals above that the archetype of people-oriented culture is the most important for digital culture in organizations. In contrast, the values attached to the archetype of cultural norms or goals inhibit it. The study also found that a culture of innovation, characterized by creativity, dynamism, and a high tolerance for change, is positively associated with digital culture. There has been a shift in organizational culture, with a decline in hierarchical culture and an increase in adhocracy and market culture.

What the author can criticize from this article is the assumption that all organizations experience a decline in hierarchical culture and an increase in adhocracy culture and market culture. Organizational culture shifts can vary depending on the industry, the size of the organization, and other factors.

CONCLUSION

1. This study uses the OCAI method to identify possible changes in the type of organizational culture and its dimensions in public secondary schools in three situations: pre-pandemic, post-pandemic, and choice type. Organizational culture was also found to be affected by the pandemic. The clan type rank declined during the pandemic, but as the preferred type, it achieved an overwhelming rating compared to the other three types. The rank of the hierarchical type gradually decreased, and as the preferred type, it had the second-highest rank. The rating of the adhocracy type increased significantly due to the need to find new ways of working and using technology during the pandemic. However, it achieved its lowest marks as the preferred type. Market type rating not affected by the pandemic. However, as a desirable type, it has only a slightly higher preference than adhocracy. Furnham and Gunter (2015) state that a culture that is "good" in one state or time may not function in another circumstance or time. Since culture itself is created and embodied in different ways in different organizations, it's impossible to say one culture is better than another; it's just different in some ways. There is no such thing as an ideal culture, only culturally appropriate or suitable ones. However, modern institutions must be flexible, innovative, and able to thrive, and shaping organizational culture can support that process (Komorowski et al., 2021).
2. It makes a valuable contribution to the field of research on digital culture by defining the organizational values necessary for its implementation. It explains what kind of organizational culture is needed to embrace digitalization. This study is an important first step toward understanding the impact of culture on successful digitalization. We set ideal digital culture targets by identifying cultural values critical to digital transformation. As a result, we are laying the

groundwork for future research on the role of organizational culture in the digital transition. In addition, this paper has broader implications for organizational culture research in general.

3. We have presented SOC literature's growth trajectory, volume, and distribution and identified the most influential authors and documents on SOCs. The field of SOC is constantly evolving. Griffiths, Baumgartner, Gunasekaran, Jabbour, Lozano, and Kantabutra, are the most influential SOC authors. There are two of SOC's most influential documents: "Organizational Learning for managing sustainable development" by Siebenhüner and Arnold (2007); and "Organizational Culture and Leadership" by Baumgartner (2009). It is clear from the authors' analysis and documents that research interest among SOC scholars has increased in how to integrate sustainability in business organizations.
4. Although they have discussed integration at different cultural levels, the cultural level of shared basic assumptions needs to be improved. We've also pointed out methodological problems in existing SOC knowledge bases. Through co-citation analysis, we also demonstrate the intellectual structure of the current SOC literature. It consists of four schools of thought about SOC: (1) organizational culture, leadership, and change; (2) corporate sustainability strategy and management; (3) technological innovation in sustainable manufacturing and supply chains; and (4) frameworks and methods. We have also gained two SOC frameworks as leading knowledge in the field: Organizational Culture Sustainability Transformation by Lozano and Sustainable Organizational Culture framework by Kantabutra. Finally, we have drawn research and theoretical and managerial implications from the review. Specific implications for clean production theory and practice have also been discussed. Although our review has some important implications, it's limited by our choice of keyword searches. We suggest that future studies into SOC include the keywords "strong organizational culture," "cohesive organizational culture," and "sustainable enterprise." We have found SOC work by Avery and Kantabutra, at least, that does not include in us the keywords identified for this study. Instead of organizational culture sustainability, Avery and Kantabutra call such a culture strong or cohesive.

ACKNOWLEDGMENTS

With all my heart and sincerity, I, Roosganda Elizabeth as the main writer, would like to express my deep gratitude to all the co-authors who have actively written this article. With your contribution and dedication, this article achieved the success we have. Your presence and efforts are extraordinary for Martinus Tukiran, RE Gentari, Wahyu Wiguna, Santoso, Ika Pratiwi, Giovanni I.E.M, and Gerald Samuel Ivan. You have taken every step in compiling this article with passion and sincerity. With the cooperation of all of us, this achievement was a reality. Thank you for your contributions in compiling the ideas that form the main basis of this article. Your creativity and

intelligence in developing new ideas have provided invaluable color and added value to this paper. We are lucky to have a team of great individuals like you.

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