

DIGITAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT: A SYSTEMATIC LITERATURE REVIEW ON STRUCTURAL ADAPTATION, PROCESS INNOVATION, AND CULTURAL READINESS

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Abstract

Digital transformation has emerged as a significant catalyst for change within contemporary organizations, necessitating modifications to strategy, structure, processes, and work culture. This study explores the relationship between digital transformation and organizational development (OD) by emphasizing three critical dimensions: structural adaptation, process innovation, and organizational cultural readiness. Employing a systematic literature review methodology, this study analyzed 25 scholarly articles published between 2021 and 2025. Articles were selected from reputable databases such as Scopus, ScienceDirect, Emerald Insight, and Taylor & Francis based on criteria including publication in indexed journals, a focus on digital transformation and organizational development, and the use of both empirical and conceptual approaches. The findings indicate that the success of digital transformation is contingent on the integration of organizational restructuring, renewal of work processes, and establishment of a technology-adaptive culture. Structural adaptation enhances organizational agility and effectiveness through decentralization and cross-functional collaborations. Process innovation bolsters efficiency and productivity through the digitalization of work systems and enhancement of human resource competencies. Organizational cultural readiness contributes to the sustainability of transformation through continuous learning, digital leadership and team collaboration. This study confirms that organizational development in the digital era no longer prioritizes administrative efficiency but focuses on cultivating adaptive and innovative capabilities that reinforce organizational resilience. Theoretically, this study proposes a Digital Organizational Development (DOD) framework that integrates these three key dimensions as a model for modern organizational development. Practically, the study's findings offer guidance for organizations to balance technology strategies with structural and cultural interventions to achieve effective and sustainable digital transformation.

Keywords: *digital transformation, organizational development, organizational agility, innovation process, digital culture, structural adaptation.*

INTRODUCTION

Digital transformation has emerged as a significant catalyst for change within contemporary organizations, necessitating fundamental modifications to their strategy, structure, processes, and work culture. In the current era of technological disruption, organizations are compelled to adopt technology for operational efficiency and develop digital capabilities that enhance competitiveness and ensure long-term resilience (Verhoef et al., 2021; González-Varona et al., 2021). Consequently, digital transformation transcends being a technological project and constitutes a strategic initiative that fundamentally alters an organization's identity and mindset (Wessel et al., 2021). Organizational development (OD) is currently experiencing a redefinition of its role, transitioning from a traditional focus on internal effectiveness to a more dynamic, adaptive, and innovation-oriented paradigm. OD now functions as a systematic framework that facilitates planned change through interventions in organizational structures, processes, and behaviors to meet the demands of digitalization (French and Bell 1999; Imran et al. 2021). The integration of OD and digital transformation is regarded as a strategic necessity for organizational success in the face of uncertainty and complexity in the global business environment (Konopik et al., 2021; Malik et al., 2024).

Empirical research indicates that digital transformation significantly influences organizational effectiveness and performance. Rubio-Andrés et al. (2024) and Liang & Tian (2024) demonstrated that organizations adopting digital strategies consistently experience enhanced productivity, resource efficiency, and economic competitiveness. Furthermore, Zhang, Li, and Zhao (2025) identified innovation capabilities and adaptive capabilities as crucial mechanisms linking digital transformation to organizational resilience. In alignment with these findings, Browder, Dwyer, and Koch (2023) highlighted that digitalization fortifies organizational resilience by expediting responses and facilitating data-driven decision-making. Recent literature in the field of human resources underscores the significance of digital leadership and a learning culture as pivotal factors in the success of organizational development (OD) in the digital era. Braojos, Weritz, and Matute (2024) demonstrated that visionary leadership, coupled with a continuous learning environment, can enhance an organization's commitment to transformation. Similarly, Shin, Mollah, and Choi (2023) have identified digital culture as a mediator between leadership and organizational performance, highlighting the essential role of digital leadership in cultivating an adaptive digital culture. In terms of organizational structure, Osorio-Gomez et al. (2024) and Mihiu et al. (2023) indicate that organizations with flatter and more collaborative structures are better equipped to adapt to the dynamics of technological change and expedite cross-functional innovation.

Nevertheless, the success of digital transformation is inextricably linked to the challenges encountered by organizations, such as resistance to change, a digital competency gap, and insufficient integration between technology strategy and human resource development (Cyfert et al., 2025; Kaganer et al., 2023). For instance, public organizations and state-owned enterprises in Indonesia continue to face difficulties in cultivating a collaborative digital culture and incorporating technology initiatives into routine managerial practices. This suggests that digital transformation necessitates organizational development support, emphasizing the formation of a new mindset, restructuring of work systems, and enhancement of adaptive leadership. The conceptual relationship between digital transformation and organizational development can be comprehensively understood through three primary dimensions identified in the literature from 2021 to 2025: structural adaptation, process innovation, and organizational cultural preparedness. Structural adaptation pertains to an organization's capacity to modify work design, coordination patterns, and decentralize decision-making to enhance organizational agility (Ly, 2023). Process innovation underscores the significance of digitalization in enhancing efficiency and generating new value through business-model innovation (Malik et al., 2024; Gouveia et al., 2024). Organizational cultural readiness highlights the necessity of fostering a collaborative culture, continuous learning, and openness to change (Braojos et al., 2024; Cyfert et al., 2025).

In light of these developments, digital transformation and organizational development should not be viewed as distinct domains; rather, they constitute interconnected systems that influence organizational resilience and competitive advantages. This study synthesizes the existing literature to discern patterns of interrelationships between these domains and demonstrates how structural adaptation, process innovation, and cultural readiness function as linking mechanisms in facilitating successful organizational transformation in the digital era. While research on digital transformation and organizational development has advanced considerably, most prior studies emphasize technological aspects and performance efficiency, often neglecting a comprehensive integration with the structural, process, and cultural dimensions of organizations. This oversight suggests that the current understanding of organizational development in the digital era does not adequately elucidate how technological change can be effectively managed using a planned change approach. Moreover, existing studies tend to be fragmented and lack an

empirical synthesis that consolidates recent research findings across sectors and organizational contexts. Consequently, this study aims to address this gap by conducting a systematic review of the literature from 2021 to 2025 to identify conceptual and empirical patterns that connect digital transformation to organizational development. Theoretically, this study contributes by proposing a conceptual model of Digital Organizational Development (DOD), which integrates three primary dimensions structural adaptation, process innovation, and organizational cultural readiness serving as an organizational development framework pertinent to the demands of digital transformation.

METHOD

The research methodology employed in this study utilizes a Systematic Literature Review (SLR) approach to thoroughly investigate the relationship between digital transformation and organizational development (OD). This approach was selected because of its capacity to discern conceptual patterns, empirical trends, and theoretical contributions from a range of pertinent studies. The review process was conducted systematically, adhering to the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) guidelines, ensuring that all stages of article identification, screening, and analysis were scientifically verifiable. A comprehensive literature search was performed using four esteemed scientific databases: Scopus, ScienceDirect, Emerald Insight, and Taylor & Francis Online. The search employed a combination of keywords, including "digital transformation," "organizational development," "organizational agility," "process innovation," and "digital culture." The focus was on English-language scientific articles, both empirical and conceptual, published between 2021 and 2025. In the initial phase, 134 articles were identified in the search results. Following a screening process based on the relevance of the titles and abstracts, 72 articles were deemed to meet the preliminary criteria for inclusion. Of these, 32 articles underwent a full-text assessment, and 25 articles were ultimately selected for analysis as they satisfied the inclusion criteria, specifically addressing the relationship between digital transformation and organizational development in the context of organizational structure, processes, and culture. Articles that did not align with the topic focus, were unavailable in full-text format, or were not sourced from peer-reviewed journals were excluded from the analysis.

The methodology for the search and selection of articles used in this study is delineated below.

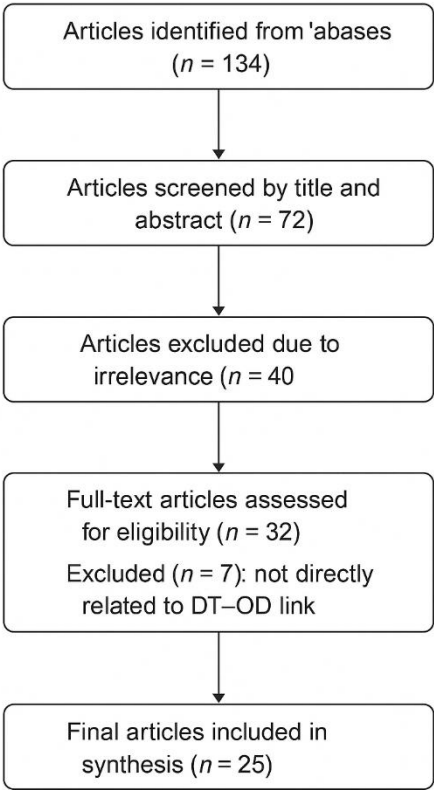


Figure 1. Flow of Article Selection Based on PRISMA Guidelines (2021–2025)

Figure 1. article review

A content analysis approach employing thematic synthesis techniques was used to examine twenty-five selected articles. Each article was scrutinized with respect to its research focus, primary variables, methodologies, and empirical findings. The results of the analysis were systematically organized into themes to discern the patterns of relationships between digital transformation and organizational development. Through this synthesis process, three predominant themes emerged consistently across the studies: structural adaptation, process innovation, and organizational cultural readiness. These themes served as the foundation for developing the conceptual framework for Digital Organizational Development (DOD) proposed in this study.

RESULTS AND DISCUSSION

This literature review systematically examines twenty-five scientific articles published between 2021 and 2025, concentrating on the interplay between digital transformation and organizational development. This analysis aims to discern conceptual, methodological, and empirical patterns that elucidate how organizations adapt to technological disruption through a strategic organizational development approach. The review findings suggest that the integration of digital transformation and organizational development necessitates alignment among organizational structure, processes, and culture to foster sustainable, innovation-driven change. To provide a comprehensive overview of the trajectory and emphasis of prior research, twenty-five articles that satisfied the inclusion criteria are summarized in Table 1. This table provides details of the authors and year of publication, research focus, and principal findings of each study. This summary forms the foundation for a thematic analysis encompassing three primary dimensions: structural adaptation, process innovation, and organizational culture readiness.

Table 1. Relevant Research

No	Author/Year	Research Focus	Research result
1	Konopik et al. (2021)	Developing organizational capabilities in the digital transformation process.	This study confirms that the success of digital transformation depends on the organization's ability to build adaptive internal capabilities and make continuous adjustments throughout the transformation process.
2	Verhoef et al. (2021)	A multidisciplinary reflection on the concept and dynamics of digital transformation.	Digital transformation impacts all dimensions of an organization strategy, structure, and culture thus demanding a complete overhaul of the managerial model.
3	Wessel et al. (2021)	Conceptual differences between digital transformation and IT-based transformation.	Digital transformation is seen as the process of creating a new organizational identity that is more adaptive and innovation-oriented, not simply the modernization of information technology systems.
4	Imran et al. (2021)	Integration of technology approaches and organizational change management.	Effective organizational development in the digital era requires integration between the application of technology and strengthening a culture of continuous learning.
5	González-Varona et al. (2021)	Strengthening digital competencies in small and medium-sized organizations.	Digital capabilities and an innovative culture have been proven to enhance an organization's ability to adapt to change and maintain competitiveness.
6	Yu & Moon (2021)	The influence of digital strategic orientation on organizational performance.	Digital strategic orientation contributes to improved performance through strengthening digital competencies and organizational innovation.
7	Zhang, Long & Von Schaewen (2021)	The relationship between digital transformation and organizational resilience.	Digital transformation strengthens organizational resilience through the development of exploratory and exploitative innovation.
8	Guo & Xu (2021)	The impact of digital transformation on manufacturing industry performance.	The implementation of digital transformation has a positive impact on the operational and financial performance of manufacturing organizations in China.

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No	Author/Year	Research Focus	Research result
9	Philippart (2021)	The role of transformational leadership in supporting digital transformation.	Transformational leadership has been proven to be a determining factor in the success of digital transformation through increasing commitment and clarity of the organization's strategic direction.
10	Trenerry et al. (2021)	Multilevel factors in organizational readiness for workplace digitalization.	The success of digital transformation requires synergistic support from individual, group, and organizational factors that reinforce each other.
11	AlNuaimi & Singh (2022)	The relationship between digital leadership, organizational agility, and digital strategy.	Digital leadership has a significant contribution to increasing organizational agility and the effectiveness of digital strategy implementation.
12	Leso, Cortimiglia & Ghezzi (2022)	The role of culture, structure, and leadership in the success of SME digital transformation.	Flexible organizational structures and innovative cultures have been proven to accelerate the success of digital transformation in small and medium-sized business environments.
13	Plekhanov, Franke & Netland (2022)	Developing a digital transformation research agenda in Europe.	This research highlights the importance of an adaptive and learning-based organizational development model to support sustainable digital transformation.
14	Teng, Wu & Yang (2022)	The relationship between digital transformation and SME performance.	Digital transformation increases productivity, competitiveness, and operational efficiency through the digitalization of core business processes.
15	Blanka, Krumay & Rueckel (2022)	The relationship between digital transformation and employee competency development.	Improving employee digital competency strengthens the positive relationship between digital transformation and organizational performance.
16	Zhang, Xu & Li (2022)	Success factors for digital transformation in SMEs.	Effective digital transformation is influenced by visionary leadership, a clear digital strategy, and organizational readiness for change.
17	Ly (2023)	The relationship between digital leadership and organizational agility.	Digital leadership contributes to increased organizational agility by driving organizational innovation and adaptability.
18	Shin, Mollah & Choi (2023)	The influence of digital leadership on organizational performance through digital culture.	Digital culture and employee capabilities act as mediators that strengthen the influence of digital leadership on organizational performance.
19	Browder, Dwyer & Koch (2023)	The impact of digital transformation on organizational resilience.	Digital transformation strengthens an organization's adaptive and innovative capabilities in facing the dynamics of an unstable business environment.
20	Mihu, Pitic & Bayraktar (2023)	Drivers of digital transformation and their implications for organizational management.	The study results show that integration between technology, structure, and human resource management is the key to successful digital transformation.
21	Al-Ayed, Al-Tit & Alashjaee (2023)	The role of digital innovation as a mediator in the relationship between TD and organizational performance.	Digital innovation has been shown to be a mediating variable that strengthens the positive influence of digital transformation on organizational performance.
22	Braojos, Weritz & Matute (2024)	Digital leadership and continuous learning environments.	A supportive learning environment and strong digital leadership enhance an organization's commitment to successful digital transformation.

No	Author/Year	Research Focus	Research result
23	Malik et al. (2024)	The role of digital leadership in business model innovation and organizational change.	Digital leadership drives business model innovation and strengthens organizational change oriented towards competitive advantage.
24	Cyfert et al. (2025)	The relationship between organizational culture, leadership, and digital competence.	Collaborative culture, adaptive leadership, and digital competency are key determinants in building an organization's digital excellence.
25	Zhang, Li & Zhao (2025)	The influence of digital transformation on organizational resilience through innovation.	Innovation capability acts as a mediating mechanism that strengthens the relationship between digital transformation and organizational resilience.

As demonstrated in the literature synthesis presented in Table 1, digital transformation and organizational development are closely linked to enhancing an organization's adaptive, innovative, and collaborative capabilities. The literature consistently reveals three predominant themes: structural adaptation, process innovation, and organizational culture readiness. These themes are explored further in the subsequent subsections.

Structural Adaptation

The literature review findings suggest that structural adaptation is a crucial component in connecting digital transformation with organizational development. Konopik et al. (2021) and Verhoef et al. (2021) highlight that the success of digital transformation is contingent upon an organization's capacity to establish adaptive and flexible structures that support changes in strategy and work processes. Wessel et al. (2021) further assert that organizational restructuring within a digital context enhances efficiency and fosters the development of a new identity that is more responsive to environmental changes. Leso, Cortimiglia, and Ghezzi (2022) identified that the successful digitalization of small and medium-sized enterprises (SMEs) is significantly contingent upon a collaborative and innovation-oriented organizational structure. Further research by Mihiu, Pitic, and Bayraktar (2023) and Osorio-Gomez et al. (2024) indicates that implementing cross-functional teams and decentralizing decision-making processes expedite digital adaptation and enhance inter-unit coordination. Additionally, Erjavec, Štemberger, and Jaklič (2023) illustrate that a flat, project-based organizational design promotes collaboration and accelerates innovation in the workplace. Structural adaptation generally signifies a transition from a hierarchical model to an agile framework. Organizational restructuring has evolved from being merely administrative to strategic, thereby ensuring an organization's preparedness to navigate digital complexities through cross-functional collaboration and expedited decision-making. Consequently, the organizational structure serves as a vital platform for implementing organizational development that facilitates sustainable digital transformation.

Process Innovation

Process innovation has become a central theme in linking the implementation of digital technology to organizational effectiveness. Research conducted by Rubio-Andrés et al. (2024), Liang and Tian (2024), and Al-Ayed et al. (2023) indicate that digitalization enhances performance and competitiveness through modifications in business models and the reinforcement of process innovation. Malik et al. (2024) highlighted the pivotal role of digital leadership in steering business model innovation and adapting organizational processes to meet the demands of emerging technologies. Research conducted by Gouveia et al. (2024) and Schork et al. (2025) demonstrate that digital integration facilitates value creation and enhances operational efficiency by transforming work mechanisms to be more collaborative and data-driven. Similarly, Blanka, Krumay, and Rueckel (2022) identified that enhancing employees' digital competency bolsters an organization's capacity to effectively implement process innovation. Furthermore, Browder, Dwyer, and Koch (2023) emphasize that digital innovation not only augments efficiency but also fortifies organizational resilience by improving adaptability. The findings indicate that process innovation is pivotal to organizational development in the digital era. Digital transformation necessitates fundamental alterations in work design and business process management. In this context, organizational development interventions aim to establish more responsive, efficient, and value-oriented processes, thereby enabling organizations to pursue technology-based continuous improvement.

Organizational Culture Readiness

Organizational cultural readiness is pivotal in facilitating the successful integration of digital transformation with organizational development. Braojos, Weritz, and Matute (2024) underscore that digital leadership and a continuous learning environment are essential for organizations to internalize these digital values. Shin, Mollah, and Choi (2023) illustrate that a digital culture fostering innovation and collective learning enhances the relationship between digital leadership and organizational performance. Cyfert et al. (2025) underscore the significance of a collaborative culture, adaptive leadership, and digital competency as foundational elements for achieving digital competitive advantage. Research conducted by Zhang, Long, and Von Schaewen (2021) and Zhang, Li, and Zhao (2025) indicates that a culture supportive of innovation exploration is pivotal in enhancing organizational resilience and responsiveness to technological change. Furthermore, González-Varona et al. (2021) and Trenerry et al. (2021) assert that a culture of learning and openness to technology are essential components that facilitate comprehensive digital adoption. Organizational cultural readiness encompasses attitudes toward technology and psychological and social preparedness for transformation. Within the framework of organizational development, cultural interventions should focus on cultivating a digital mindset, promoting open communication, and establishing reward mechanisms that encourage collaboration and innovation. A culture prepared for change is a crucial catalyst for ensuring the success and long-term sustainability of digital transformation in healthcare.

Thematic Synthesis

The synthesis of the literature review findings indicates that digital transformation and organizational development are two interrelated domains that influence the resilience and competitive advantage of contemporary organizations. The three principal themes—structural adaptation, process innovation, and organizational cultural readiness—do not function in isolation; rather, they complement each other, forming a dynamic and sustainable system of change. The dimension of structural adaptation functions as an institutional foundation that facilitates organizations' ability to adjust to technological changes. A structure characterized by flatness, flexibility, and collaboration fosters rapid decision-making and enhances cross-functional communications. This structural modification serves as the initial phase of a more extensive transformation process, specifically, process innovation.

Process innovation represents a tangible embodiment of the application of digital technology, enhancing efficiency, collaboration, and the generation of new value. The digitization of business processes transforms organizational operations from hierarchical systems to open, interconnected, and knowledge-based systems. This innovation acts as a conduit between digital strategy and the development of employee competencies, thereby increasing organizational adaptability to environmental change. Organizational cultural readiness serves as a reinforcing element that ensures the sustainability of the transformation efforts. A culture characterized by collaboration, digital leadership, and a digital mindset is pivotal for embedding the values of innovation and learning. When organizational structures support collaboration and processes facilitate innovation, culture ensures that change is accepted, sustained, and integrated into the organization's new identity.

These three themes establish a synergistic relationship: structure offers a framework for adaptation, processes facilitate innovation, and culture ensures sustainability. The integration of these elements creates a resilient, flexible, and learning-oriented organizational ecosystem. Consequently, organizational development in the digital era is intrinsically linked to efforts aimed at achieving a balance between the systems, processes, and values that support holistic transformation. This synthesis serves as the foundation for subsequent discussions on the theoretical integration of classical organizational development and the contemporary digital transformation paradigms.

DISCUSSION

The findings from the literature review substantiate that the integration of digital transformation with organizational development is a strategic imperative for contemporary organizations that contend with the challenges of technological disruption. Digital transformation is not merely characterized by the adoption of new technologies; rather, it is a deliberate change process that necessitates restructuring, innovation, and the assimilation of digital values into the organizational culture. Within this framework, organizational development functions as a mechanism to ensure that the change process is systematic, purposeful and sustainable. The dimension of structural adaptation underscores the necessity of a flexible and collaborative organizational framework as a fundamental condition for successful digitalization in the banking sector. Research conducted by Konopik et al. (2021) and Verhoef et al. (2021) indicate that organizations with adaptive structures exhibit a heightened capacity to respond to technological dynamics and shifts in business strategy. Wessel et al. (2021) identified that digital transformation fosters the

emergence of a novel, more dynamic organizational identity, while Leso, Cortimiglia, and Ghezzi (2022) highlighted that a flat and collaborative structure enhances an organization's capability to integrate digital innovation into its work processes. This suggests that organizational restructuring transcends mere administrative functions, serving as a managerial strategy that expedites decision-making, fortifies cross-functional communication, and augments organizational agility. The process innovation dimension extends these findings by elucidating how digital transformation fundamentally alters an organization's operational systems. Research conducted by Rubio-Andrés et al. (2024), Malik et al. (2024), and Al-Ayed et al. (2023) demonstrates that digitalization of business processes not only enhances efficiency but also bolsters an organization's innovative capabilities. Gouveia et al. (2024) further assert that the integration of digital technologies augments an organization's strategic value through the generation of new value driven by data and collaboration. Within this framework, organizational development is pivotal in redesigning workflows and managerial structures to align with a more open and adaptive digital strategy. Blanka, Krumay, and Rueckel (2022) underscore that enhancing employee digital competency fortifies the relationship between digital transformation and organizational performance, rendering the synergy between organizational development interventions and technological innovation critical to the success of organizational change.

Furthermore, the dimension of organizational culture readiness posits that the success of digital transformation is contingent not only on technological and structural factors but also on the preparedness of values, norms, and behaviors that facilitate change. Braojos, Weritz, and Matute (2024) identified that digital leadership and a culture of continuous learning enhance organizational commitment to the transformation. Shin, Mollah, and Choi (2023) demonstrated that digital culture serves as a mediator between leadership and organizational performance, while Cyfert et al. (2025) underscored the significance of a collaborative culture and digital competence in establishing digital advantage. Zhang, Long, and Von Schaewen (2021) and Zhang, Li, and Zhao (2025) corroborated these findings by illustrating that an innovative and collaborative culture contributes to organizational resilience amidst rapid technological change. Overall, an organizational culture that is receptive to learning and innovation acts as a catalyst, ensuring the sustainability of the organization's development processes.

The three dimensions of structural adaptation, process innovation, and organizational cultural readiness conceptually constitute a mutually reinforcing system of change. An adaptive structure establishes a foundation that facilitates effective process innovation, whereas a culture prepared for change ensures the sustainability of transformation outcomes. This pattern underscores that organizational development has transcended the mere enhancement of internal efficiency, evolving into a strategic approach that integrates technological, human, and cultural elements to achieve sustainability. The findings of this study conceptually enhance the comprehension of classical organizational development (OD) theory by identifying digitalization as a catalyst of change. Digital transformation is conceptualized as a form of planned change, wherein OD interventions function as adaptive mechanisms that guide organizations toward a new equilibrium among efficiency, innovation, and agility. Consequently, the relationship between OD and digital transformation is complementary: OD establishes the social and structural foundations necessary for digital transformation, whereas digitalization broadens the scope of OD into a system characterized by continuous learning and innovation. The findings substantiate that the Digital Organizational Development (DOD) framework enhances the theoretical underpinnings of planned change theory by incorporating digital capabilities into contemporary organizational development processes.

CONCLUSION

This literature review substantiates that the integration of digital transformation and organizational development (OD) constitutes a fundamental basis for organizations aiming to endure and prosper within a digitalized business ecosystem. Digital transformation should not be perceived merely as a technological initiative; rather, it should be regarded as a deliberate change process that encompasses organizational restructuring, process innovation, and reinforcement of digital values and behaviors at all organizational levels. The three principal dimensions identified in this study—structural adaptation, process innovation, and organizational cultural readiness—interact synergistically to foster resilient, innovative, and sustainable organizations. An adaptive structure provides the institutional framework necessary for effective innovation processes, whereas a culture prepared for change ensures the long-term sustainability of transformation outcomes. The synergy among these three dimensions illustrates that the success of digital transformation is heavily contingent on the balance between an organization's technological capabilities and its social readiness. Theoretically, the findings of this study extend the scope of classical organizational development theory by introducing a Digital Organizational Development (DOD) framework. This model identifies digitalization as the primary catalyst for planned change, with OD interventions functioning as mechanisms to reorganize organizational structures, processes, and cultures towards a new, more

adaptive, and innovation-oriented equilibrium. Consequently, the DOD bridges the gap between traditional organizational development theory and the dynamics of contemporary digital transformation. The findings of this study underscore the necessity for organizations to balance investments in digital technology with the enhancement of structural and cultural dimensions of their organizations. Essential to the successful implementation of digital strategies are adaptive leadership, open communication, and a culture of continuous learning. An organizational development approach integrated with a digital strategy augments efficiency and innovation and fortifies organizational competitiveness and resilience in the face of uncertain and ever-evolving business environments.

Limitations and Future Research Directions

Although this study offers a comprehensive synthesis, several limitations warrant consideration for future research. First, the study encompasses literature published solely between 2021 and 2025, thereby reflecting current trends and empirical findings but not fully capturing the long-term dynamics of digital transformation and organizational development. Second, the systematic literature review approach employed is descriptive and synthetic, which precludes the testing of causal relationships among the identified dimensions, such as structural adaptation, process innovation, and organizational cultural readiness. To enhance the validity of the findings, future research should employ both quantitative and qualitative empirical methodologies to evaluate the conceptual model of Digital Organizational Development (DOD) proposed in this study. Additionally, further research could broaden the analytical scope to include public organizations and the education sector in developing countries, thereby facilitating an understanding of variations in digital transformation implementation within an organizational development framework. Moreover, longitudinal studies are necessary to evaluate the long-term sustainability of the integration of technology, structure, and organizational culture.

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