

# Organizational Culture in the Digital Workplace: A Bibliometric Review

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## ABSTRACT

This paper explores the evolving relationship between organizational culture and digital transformation through a bibliometric review of the existing literature. The study aims to map the key research themes, trends, and emerging gaps in the field, focusing on how digital technologies are reshaping organizational culture, leadership, and employee engagement. By conducting a bibliometric analysis of academic articles published in the last two decades, this review identifies "digital transformation," "organizational culture," and "workplace" as central themes of recent research. The study also highlights the growing importance of leadership in managing digital workplaces and the need for adaptive organizational cultures that foster innovation and collaboration in remote and hybrid environments. Furthermore, the paper identifies several underexplored areas, particularly the emotional and social aspects of digital transformation, such as employee well-being, psychological safety, and identity within digital workspaces. The findings provide valuable insights for both academics and practitioners interested in understanding the complexities of fostering a positive organizational culture in the digital age.

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## 1. INTRODUCTION

In recent years, the rapid advancement of digital technologies has transformed the way organizations function and interact with their employees, stakeholders, and customers. The rise of the digital workplace has necessitated a shift in how companies cultivate and maintain organizational culture, which is widely recognized as a key factor in influencing employee behavior, satisfaction, and overall performance [1]–[3]. As remote work, digital collaboration tools, and virtual teams become

more prevalent, the conventional notions of organizational culture are being redefined to align with the digital age's demands. This transformation has sparked growing interest in understanding how organizational culture adapts and thrives in a digital environment [4]–[6].

Organizational culture, traditionally understood as the shared values, beliefs, and practices that guide employee behavior, has always played a significant role in organizational success. However, in the context of a digital workplace, it becomes

more complex, encompassing elements such as digital communication, technology integration, leadership in virtual settings, and the management of remote teams [7], [8]. These factors influence how organizations develop and maintain a strong, cohesive culture that can support innovation, collaboration, and employee engagement despite physical distances.

The digital workplace not only challenges the established norms of communication and collaboration but also offers new opportunities for enhancing organizational culture. As organizations embrace digital tools, the boundaries between physical and virtual workspaces blur, creating a need for cultural adaptability [7], [8]. Leaders and managers are now tasked with fostering a culture that can thrive in these hybrid or fully remote environments, while still promoting values such as trust, collaboration, and inclusivity.

Given the increasing importance of organizational culture in shaping the success of digital workplaces, it is essential to examine the existing body of research to understand the key themes, trends, and gaps in this field. A bibliometric review provides a comprehensive and systematic approach to analyzing the evolution of organizational culture within the digital workplace. By analyzing the academic literature published over the past few decades, this paper aims to offer a detailed mapping of the major research domains, influential authors, and key contributions to the field. Through this analysis, we seek to identify the primary focus areas of current research, highlight emerging trends, and propose directions for future studies.

The objective of this paper is to provide an overview of the scholarly discourse surrounding organizational culture in the digital workplace, focusing on the role of technology, leadership, and employee engagement. By conducting a bibliometric analysis, this study aims to offer valuable insights into how digitalization influences organizational culture and its potential implications for both practitioners and researchers. In doing so, we hope to

contribute to the growing body of knowledge on the intersection of organizational culture and digital transformation, and provide a foundation for further research on how organizations can cultivate a positive and adaptive culture in an increasingly digital and interconnected world.

## 2. METHODS

This study adopts a bibliometric approach to systematically review and analyze the existing body of literature on organizational culture in the digital workplace. Bibliometric analysis is a robust, data-driven method for exploring the structure and development of academic fields by examining publication trends, citation patterns, and keyword co-occurrences. The primary objective of this method is to map the intellectual structure of research in the domain, identify key themes, and track how the discourse on organizational culture in digital workplaces has evolved over time. By using bibliometric techniques, this study aims to provide a quantitative and objective overview of the state-of-the-art research in the field.

To conduct the bibliometric analysis, we utilized a comprehensive database search of peer-reviewed articles indexed in major academic repositories, including Scopus. The search was designed to capture publications from a wide range of disciplines, including organizational studies, management, information systems, and human resource management, reflecting the interdisciplinary nature of the topic. Keywords such as "organizational culture," "digital workplace," "remote work," "virtual teams," and "digital transformation" were used to identify relevant articles published within the last two decades, with a particular focus on studies from the past five years to ensure the inclusion of recent developments and emerging trends. Inclusion criteria also emphasized articles with clear frameworks or models related to organizational culture and its adaptation to digital environments.

The bibliometric analysis involved several key steps, including data extraction,

citation analysis, and network analysis. First, all relevant publications were gathered and screened to ensure they met the inclusion criteria. Next, citation data, including the number of citations and the relationships between articles, were analyzed to identify influential authors, journals, and papers in the field [9], [10]. Additionally, keyword co-occurrence analysis was performed to identify the main research themes and the relationships between key topics such as digital leadership, employee engagement, and technology integration. Finally, the data were visualized using bibliometric software tools such as VOSviewer to create visual

representations of citation networks and keyword clusters, allowing for a clearer understanding of the intellectual structure of the field. Through this methodological approach [11], [12], the study provides an evidence-based synthesis of the literature on organizational culture in the digital workplace, highlighting both established areas of research and potential gaps for future exploration.

### 3. RESULTS AND DISCUSSION

#### 3.1 Author Collaboration Analysis

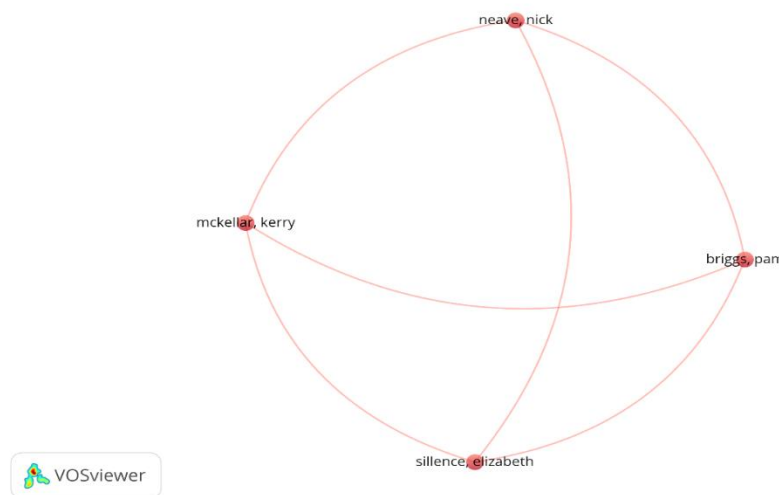


Figure 1. Author Visualization

Source: Data Analysis

The figure above illustrates a network visualization of authors based on their co-authorship relationships, as generated using VOSviewer. Each node represents an individual author, and the edges (lines connecting the nodes) indicate collaborative relationships between them. The authors shown in this network are Neave Nick, McKellar Kerry, Briggs Pam, Sillence Elizabeth, and Neave Nick, with distinct co-authorship links between them. The closer the

nodes are to each other, the more frequently they have collaborated, which is reflected by the stronger and more direct lines connecting them. This visualization offers insights into the key contributors and collaboration patterns within the field, allowing for a better understanding of the research community's interconnectedness and collaborative dynamics.

#### 3.2 Country Contribution Analysis

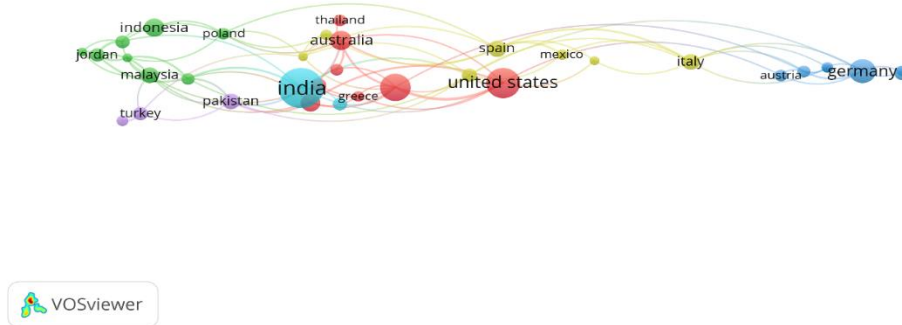


Figure 2. Country Visualization

Source: Data Analysis

The figure above presents a country-level network visualization, highlighting the global connections between different countries based on their collaborative research activities. The nodes in the visualization represent countries, and the lines connecting them indicate collaboration in terms of co-authorship or research partnerships. The color and positioning of the nodes suggest distinct clusters, with countries grouped according to their collaboration patterns. For example, countries like India and the United States are positioned centrally with dense connections to other nations,

indicating their prominent role in international research collaborations. Countries from regions such as Europe (Germany, Austria, Spain, Italy), Asia (Australia, Thailand, Malaysia), and the Middle East (Turkey, Jordan) are also visible, reflecting their contributions to global research networks. This visualization underscores the interconnectedness of countries in the academic and research landscape, highlighting both regional clusters and global collaboration hubs in the scientific community.

### 3.3 Citation Analysis

Table 1. Top Cited Research

Citations	Authors and year	Title
420	Trenerry, B.,Chng, S.,Wang, Y.,... Lu, H.Y.,Oh, P.H. (2021)	Preparing Workplaces for Digital Transformation: An Integrative Review and Framework of Multi-Level Factors
320	Konttila, J.,Siira, H.,Kyngäs, H.,... Higuchi, A.,Mikkonen, K. (2019)	Healthcare professionals' competence in digitalisation: A systematic review
105	Ivaldi, S.,Scaratti, G.,Fregnan, E. (2022)	Dwelling within the fourth industrial revolution: organizational learning for new competences, processes and work cultures
93	Snow, C.C.,Fjeldstad, Ø.D.,Langer, A.M. (2017)	Designing the digital organization
76	Fenwick, A.,Molnar, G.,Frangos, P. (2024)	The critical role of HRM in AI-driven digital transformation: a paradigm shift to enable firms to move from AI implementation to human-centric adoption
65	Fusi, F.,Feeney, M.K. (2018)	Social Media in the Workplace: Information Exchange, Productivity, or Waste?

Citations	Authors and year	Title
55	Zukin, S. (2021)	Planetary Silicon Valley: Deconstructing New York's innovation complex
54	Kerr, A.,Kelleher, J.D. (2015)	The Recruitment of Passion and Community in the Service of Capital: Community Managers in the Digital Games Industry
49	Watson, G.J.,Desouza, K.C.,Ribiere, V.M.,Lindič, J. (2021)	Will AI ever sit at the C-suite table? The future of senior leadership
44	Schildt, H. (2020)	The Data Imperative: How Digitalization is Reshaping Management, Organizing, and Work

Source: Scopus, 2026

Table 1 presents a list of the top-cited research articles in the field of digital transformation and organizational culture. The study by Trenerry et al. (2021), which has garnered 420 citations, leads the list with its integrative review and framework on preparing workplaces for digital transformation, highlighting the multi-level factors influencing this shift. Close behind is Konttila et al. (2019) with 320 citations, providing a systematic review of healthcare professionals' competencies in digitalization, emphasizing the importance of skill development in this sector. Other prominent articles in the list include those discussing organizational learning in the context of the fourth industrial revolution (Ivaldi et al.,

2022), and the role of human resources management (HRM) in AI-driven digital transformation (Fenwick et al., 2024). These studies reflect the growing importance of understanding how digitalization impacts various organizational functions, from leadership and competence development to workplace culture and management strategies. The cited articles also highlight the increasing intersection between digital tools, human-centric approaches, and the need for adaptive learning, signaling emerging research themes in digital transformation.

### 3.4 Keyword Co-Occurrence and Research Themes

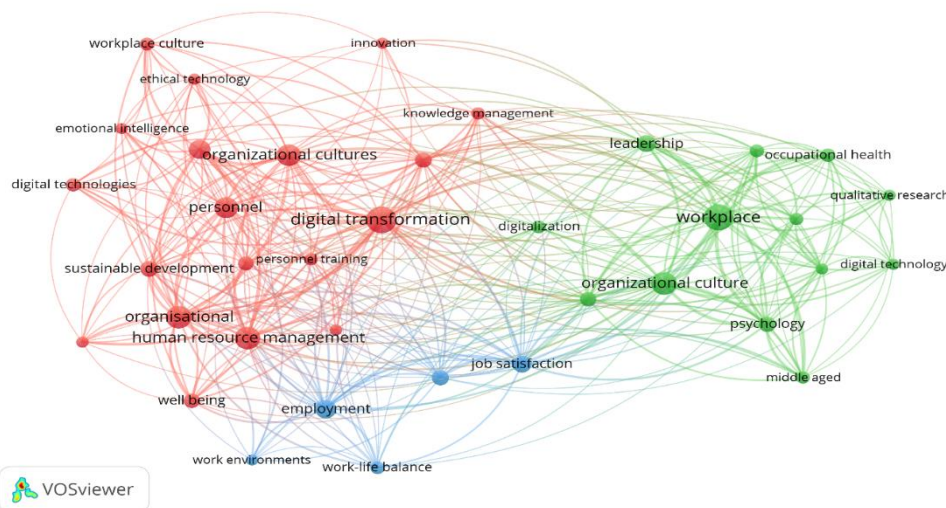


Figure 3. Network Visualization

Source: Data Analysis

Figure 3 presents a network visualization of key research topics in the context of organizational culture and digital transformation. The nodes represent key

concepts or keywords, and the edges (lines connecting the nodes) illustrate the relationships and co-occurrences between them. The red cluster, centered around

"digital transformation," shows the strong connection between concepts like "organizational culture," "human resource management," and "personnel training," reflecting the focus on how digitalization impacts organizational structures and employee development. The green cluster highlights terms related to the workplace, such as "leadership," "psychology," and "job satisfaction," indicating a research focus on how digital transformation affects workplace dynamics and employee well-being. The blue cluster emphasizes work-related themes, such

as "employment," "work environments," and "work-life balance," suggesting a growing interest in how digital workplaces influence employee satisfaction and the balance between personal and professional life. This visualization effectively illustrates the interconnectedness of various research areas, indicating that organizational culture and digital transformation are multidimensional, with implications for leadership, human resources, employee satisfaction, and broader organizational development.

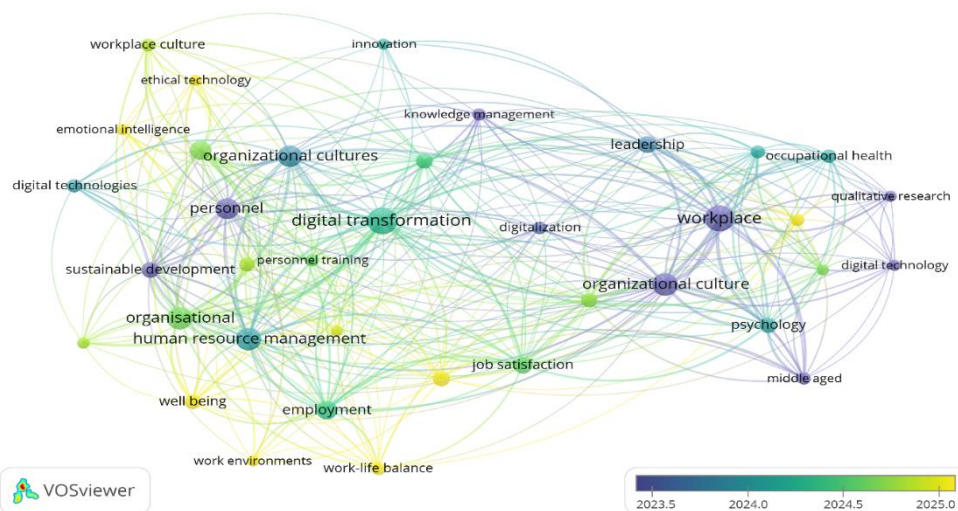


Figure 4. Overlay Visualization

Source: Data Analysis

Figure 4 presents an overlay visualization that highlights the temporal evolution of research topics in the field of organizational culture and digital transformation, with the color gradient representing the publication year of the research articles. The nodes are colored according to the year of publication, with older publications shown in yellow and more recent studies in darker blue and green shades. This visualization allows for the identification of emerging trends and shifts in focus over time. Notably, "digital transformation" and "organizational culture" appear to have gained substantial attention in

recent years, as evidenced by the concentration of recent publications in green and blue hues. Other topics, such as "leadership," "job satisfaction," and "workplace culture," also show more recent activity, suggesting an ongoing academic interest in how digitalization influences these areas. The temporal shifts reflected in this overlay visualization indicate that as digital technologies and their integration into the workplace continue to evolve, researchers are increasingly focused on understanding their impact on organizational structures, culture, and employee experiences.

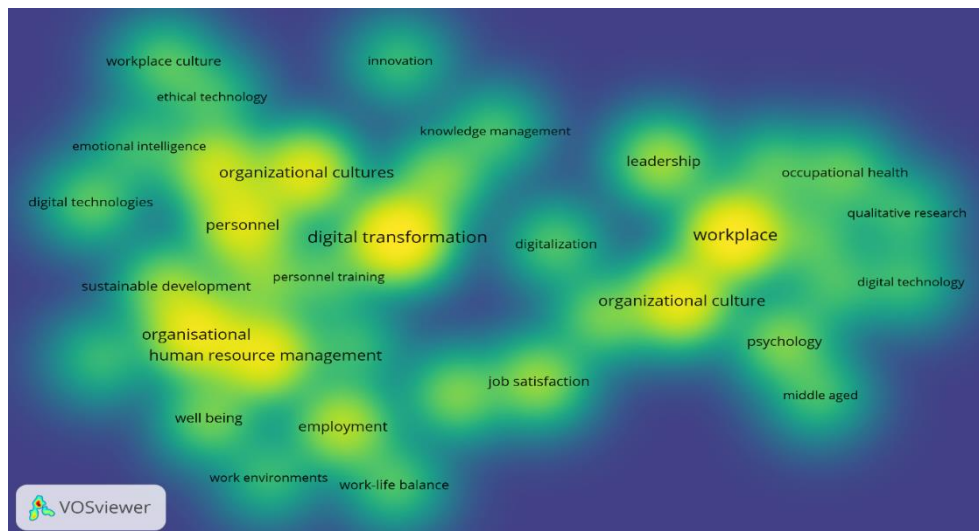


Figure 5. Density Visualization

Source: Data Analysis

Figure 5 displays a density visualization, which highlights the concentration of research topics in the field of organizational culture and digital transformation. The warmer colors, such as yellow and green, indicate areas with a higher density of research, while the cooler colors, like blue and purple, represent regions with fewer studies. This visualization clearly shows that "digital transformation," "organizational culture," and "workplace" are the central topics in the field, with a significant cluster of studies surrounding them. The high density around "digital transformation" suggests it is a major focal point in recent research, reflecting its importance in understanding how organizations adapt to technological advancements. Similarly, "organizational culture" and "workplace" also show a strong concentration, pointing to their critical role in exploring how digital changes influence organizational dynamics and employee experiences. This heatmap-like visualization offers an intuitive view of research trends, illustrating the areas that have garnered the most scholarly attention and highlighting the key themes that dominate the field of organizational culture in the digital workplace.

### Discussion

The findings from the bibliometric analysis and network visualizations emphasize the increasing convergence of organizational culture and digital transformation in academic research. As organizations continue to embrace digital technologies, the role of organizational culture has become more complex, requiring adaptive strategies that foster collaboration, innovation, and employee engagement in digital environments. The research highlights that digital transformation is not just a technical change but a cultural shift that demands leadership to adapt and promote values that support flexibility, inclusivity, and continuous learning. Studies focused on leadership, psychological safety, and employee well-being in digital work environments emphasize the need for leaders to not only manage technological change but also navigate the human elements of digital transitions. The increased focus on "digital transformation" and "organizational culture" in the literature underscores the growing recognition of the interconnectedness of technology and organizational behavior [1], [3], [13].

Furthermore, the significant cluster of research around "digital technology" and "workplace" in the network visualizations reveals that workplace dynamics are undergoing fundamental changes in response

to the adoption of digital tools. Digital technologies are not only transforming operational processes but also reshaping the very way employees collaborate, communicate, and interact within their organizations. The research shows that while these tools enhance productivity and efficiency, they also introduce new challenges related to maintaining a strong organizational culture in virtual and hybrid settings. As the workplace becomes more decentralized, maintaining employee engagement and fostering a sense of belonging becomes crucial. This shift in work structures calls for organizations to rethink traditional models of leadership and communication to create an environment where employees can thrive, regardless of their physical location [1], [14], [15].

The analysis also highlights key research gaps, particularly in the emotional and social aspects of organizational culture in digital environments. While much of the literature focuses on technological tools and leadership, there is limited exploration of how digital transformation impacts employees' emotional and social well-being. The emotional intelligence of leaders, for instance, plays a crucial role in managing the stress and anxiety associated with remote work and digital collaboration. Furthermore, the need for stronger connections between employees in virtual settings—whether through team-building activities or transparent communication—remains an underexplored area. Future research could benefit from delving deeper into how digital transformation influences the psychological aspects of work culture, such as identity, trust, and social capital, and how these factors contribute to overall employee satisfaction and productivity [16], [17].

In conclusion, this study underscores the growing importance of integrating digital transformation strategies with organizational culture initiatives to ensure sustainable success in the digital age. While much of the current literature addresses technological advancements, there is an emerging need to

explore the human side of digitalization—how organizations can build and maintain a strong, inclusive, and adaptive culture in an increasingly digital and remote work environment. As digital tools and technologies continue to evolve, research must expand to consider the broader implications for organizational culture, focusing not only on the technical aspects of digitalization but also on the human and social dynamics that underpin organizational success. Future research directions should focus on exploring the role of middle management, the impact of emerging technologies like artificial intelligence, and the evolving relationship between leadership and employees in shaping digital workplace cultures.

#### 4. CONCLUSION

In conclusion, the integration of digital transformation with organizational culture has become a critical area of research as organizations adapt to rapid technological advancements. The findings of this bibliometric review indicate that while the impact of digital tools on operational efficiency is well-documented, the influence of these tools on the human elements of work culture is still underexplored. A strong organizational culture remains essential for maintaining employee engagement, fostering innovation, and ensuring effective collaboration in digital environments. As organizations continue to transition to digital workplaces, it is imperative that future research examines not only the technological aspects but also the emotional, social, and psychological dimensions of this transformation. This study highlights key gaps in the current literature and calls for more comprehensive investigations into the interplay between digitalization and organizational culture, with a particular focus on leadership, well-being, and the role of middle management in supporting cultural adaptation in the digital age.

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