

Investigating the Role of Organizational Culture in Facilitating the Technology Adaptation: A Study of Global Information Technology Industry

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Abstract - For decades, technological advancements and digitization have captivated academics and professionals. Digitalization has brought a transformed organizational efficacy and business operations, and the adoption of these technologies has become a necessity for industries to remain relevant and maintain their competitive edge. In the implementation of digital transformations in companies, more attention has been paid only to infrastructure and technologies, and in some cases, organizational culture and its role have been overlooked, and there is little discussion about them. The information technology sector is a rapidly growing industry in the world which heavily utilizes novel technologies. Thus, there is a necessity to identify the appropriate organizational culture for the Informational technology sector. With this understanding, this study has been conducted to identify the role of organizational culture in the global Information Technology sector. The comprehensive literature review was conducted to assess the type of organizational culture and key characteristics of the organizational culture of the information technology industry. The methodology for the study consisted of conducting a systematic literature review on literature focused on the areas of organizational culture and technological innovation that were sourced from the Scopus databases including Scopus Science Direct, Pearson, IEEE, Emerald Insight, Willey e-books, Taylor and Francis, Research Gate, and Google scholar. A total of 26 articles were selected for the final analysis from the 46 papers that were chosen. According to the findings from past studies in this field, this study concludes the need for a strong organizational culture that values innovation, adaptability, and risk-taking. These characteristics are essential for the navigating challenges of digital transformation. Most researchers have defined cultures with these characteristics as innovative cultures of digital culture. Managers and decision-makers in the industry, technology transition-related project implementation teams and scholars may benefit greatly from the findings of the study, which can help outline programs and policies focused on removing obstacles to technology adaptation in the IT industry. The goal of this research is to advance a more inclusive organizational culture for the industry to persist in the constantly changing digital landscape.

Keywords: Digitalization, Innovative Culture, IT Sector, Organizational Culture

I. INTRODUCTION

Advancement of technology is a continuous process that has been evolving over the development of human society. This has always been centered around the notion of improving efficiency, productivity and quality of life as humanity crossed the journey of evolution. With a reigning state of technological advancement, modern society currently exists in a cybernetic era. This current stage of technological advancement has made progress in the world of modern industries by transforming their business operations (Hughes, 2001). Today we are in the digital era of integrating advanced technologies such as IoT, Big Data Analytics, Cloud computing, Artificial Intelligence along with facilitation of other inventions, enhancing efficacy and decision-making across various industries on a global scale (Havle & Üçler, 2018). These technological advancements have completely changed the processes of organizations, transforming the efficiency and

effectiveness of business operations. Hence providing organizations with a significant competitive edge thereby making the adoption of novel technologies a necessity to prosper in the dynamic business environment.

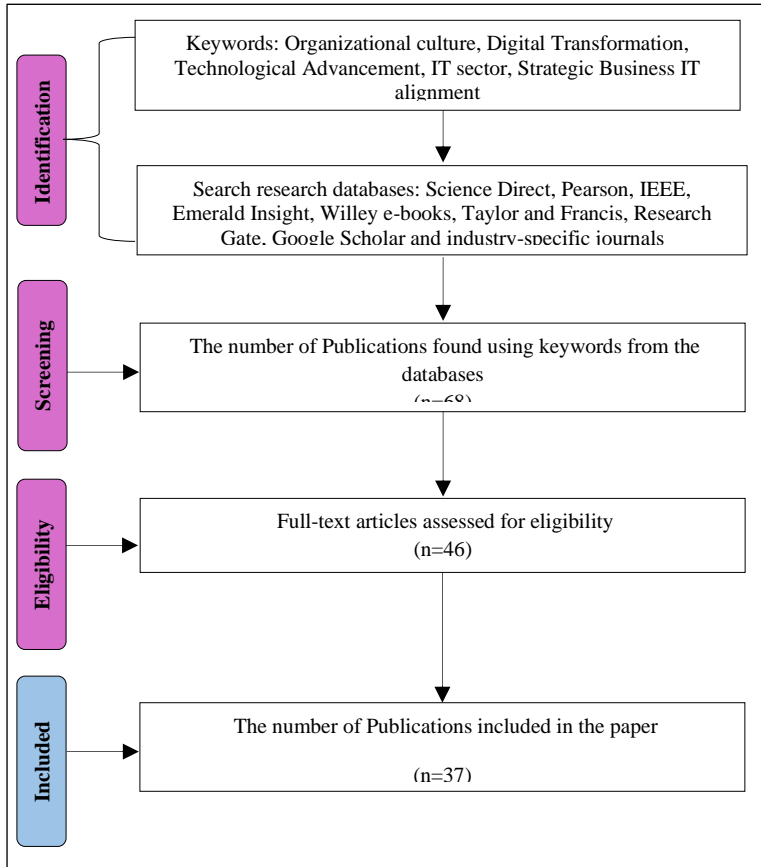
For the last decades, technological advancement and innovation has drastically influenced the Information Technology (IT) sector. Hence today it has become more and more economically important (Sieber et al., 2022). The key to dominating originations with positive outcomes is technology and business integration. Within an overall framework of automation, modifications, quality controls, and competitive segregation, information technology is influencing multifaceted company strategies (Wang et al., 2021). Worldwide IT and business strategy alignment proponents contend that integration is essential to an organization's survival and growth. However, because of the crucial market positioning and its possible consequences, technical projects are now undertaken in the organizational space. Businesses' internal realization, development, structural changes, and managerial activities have resulted from the expansion of their information resources in the global context (Wang et al., 2021). According to that, organizational culture plays a vital role in this innovation and new technical projects in the IT sector globally.

The adaptation and implementation of novel technologies is complex, and it presents challenges in terms of organizational culture. Organizational culture mainly varies with the type of industry. The pattern of values, conventions, beliefs, attitudes, and presumptions that, although not often expressed, influence how people act and carry out tasks in organizations is known as organizational or corporate culture (Armstrong & Taylor, 2023). Organizational culture is considered a critical factor in adopting new technologies as it plays a key role in accepting and adapting to the changes that will occur with the transition (Sahoo et al., 2024). As the expansion of technological advancement continues with the IT sector being at its forefront, it is important to understand how organizational culture will influence the subsequent changes that will follow, to navigate the ramifications of the dynamic nature of the IT sector. A supportive and strong organizational culture will play an important role in successfully fostering innovation in the IT sector (Reisberger et al., 2024).

With the latest technological advances, companies in the IT industry have concentrated on boosting their efficacy and efficiency. However, many organizations are less inclined towards organizational culture potential. This aim of this study is to explore how different facets of organizational culture affect the advancement of technology in the information technology sector, focusing on distinctive traits of organization culture that will define the successful implementation of novel technologies.

II. METHODOLOGY

Figure 1. Literature Search



Source: Authors' compilation.

The methodology of the research employed a Systematic Literature Review (SLR) approach to investigate how organizational culture affects technological advancement in the Sri Lankan IT sector with an emphasis on applying technological advances to improve client service, reduce expenses and optimize operations.

The literature search was conducted using several key academic databases including the Scopus, which integrates sources such as Science Direct, Pearson, IEEE, Emerald Insight, Willey e-books, Taylor and Francis, Research Gate and Google Scholar. To ensure transparency in the selection process, the PRISMA model was used. Some keywords used in the literature search stage are "Organizational Culture," "Digital Transformation," "Technological advancement," "IT sector, and "Strategic Business IT alignment". The initial search resulted in the identification of 68 articles. A thorough inclusion and exclusion process was applied to filter the relevant studies for the review. The research study was focused on articles published between 2015 and 2024 and was carried out within the particular topic of "Business and Management, IT, Organizational Culture, and Digital transformation". This period made sure that the study included the most recent advancements and patterns in the domains of organizational culture and information technology.

After applying these inclusion and exclusion criteria, 22 papers were eliminated from the analysis. 46 full texts articles were selected for in-depth analysis. After thoroughly analyzing those studies, 37 articles were selected for detailed investigation and inclusion in the review. After selecting those related articles, specifically selected areas were used to narrow down the research and concentrate on the literature for this review on the influence of organizational culture on digital transformation. These areas included "Organizational Culture," "Digital Transformation," "Technological advancement," "IT sector, and "Strategic Business IT alignment." This method allowed it possible to investigate thoroughly the topic's global context while bringing the subject matter to a deep comprehension.

To provide a comprehensive understanding of how organizational culture affects digital transformation in the IT sector, including innovation, adaptability, risk-taking, flexibility, and market orientation, the literature review combined findings from some prior studies. To validate and reinforce the conclusions, the findings of this investigation have been combined with those from other investigations.

II. LITERATURE REVIEW

A. Organizational Culture

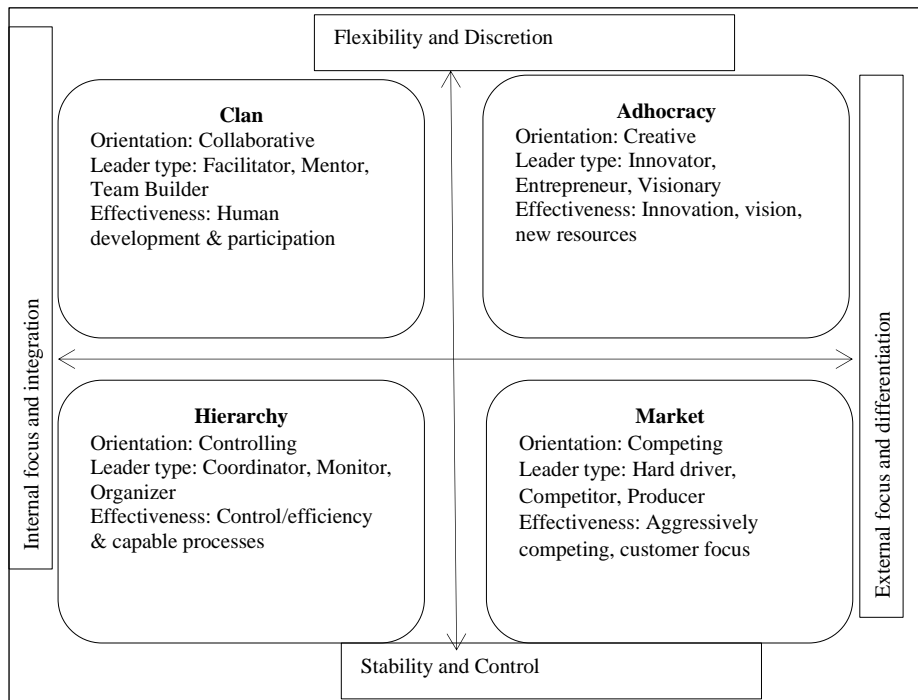
Organizational culture consists of shared norms, values, standards, and presumptions that create behavior by fostering commitment, providing direction and promoting integrated recognition that, though not often expressed influence how individuals get things done within the organization and it can be shaped through organizational management (Mohelska and Sokolova, 2018; Liu et al., 2022). When organizational culture aligns with the environment, resources, principles, and objectives of the business, it fulfils its intended purpose. Consequently, organizational culture influences the quality of the work environment and professional performance, affecting organizational growth and change (Liu et al., 2022). There is not an inherently good or bad culture. Organizational culture is effective, and it can support its mission, goals and tactics. Furthermore, true effectiveness requires that the culture not just be efficient but also align with the business needs, the organization and its employees (Mohelska & Sokolova, 2018; Sieber et al., 2022). Organizations can improve their capacity to handle changes and challenges in their organizational environment by designing an OC that encourages adaptability, innovation, and efficiency (Georgescu et al., 2024).

Chtourou Ben Amar and Ben Romdhane (2020) shows that since the 1980s, The concept of organizational culture has been acknowledged as essential to comprehending organizational phenomena. Viewed as a core element of an organization's social life organizational culture can be represented as the collective psychological programming that shapes the behaviors that set one group apart from another. Furthermore, organizational culture influences the behavior of the employees regarding their interaction with external stakeholders and internal members within the organization. Moreover, it has an impact on both internal and external challenges including problem-solving and decision-making (Einhorn et al., 2024).

Organizational culture is multi-dimensional because it is a complex structure that comprises a wide range of elements that make up the social life pattern inside the workplace (Kocak & Pawlowski, 2023). Thus, organizational culture cannot be adequately defined by just one variable because it encompasses a complex,

interconnected, multifaceted, and ambiguous combination of components (Einhorn et al., 2024).

Figure 2. Competing Values Framework



Source: Sieber et al., 2022

According to the Sieber et al. (2022), The competing value framework (CVF), a foundational theory, is frequently used in research on organizational culture. This structure elegantly integrates the multiple aspects of organizational culture that are extensively reported in the literature.

Choi et al. (2010) highlights that the CVF can be used as a theoretical framework to define the parameters (i.e., flexibility, stability, productivity, and planning) to evaluate organizational effectiveness. Furthermore, it has been employed to investigate leadership functions and efficacy, organizational culture, transformation, and human resource advancement. Organizational culture has been extensively investigated with the CVF in a variety of contexts, including industry, education, and government. As per Choi et al. (2010), the CVF model is regarded as one of the 50 most significant models in the field of management science. Additionally, numerous organizations have improved thanks to the application of this concept. Furthermore, it was recommended that the Cultural Values Framework be a beneficial tool for organizations to investigate the organizational cultural changes necessary to achieve the desired quality culture.

This research adopts the competing value framework to empirically examine the organizational culture, therefore dividing the broader concept of organizational culture into four distinct cultural types. There are clan and adhocracy (flexibility-oriented), and hierarchy and market (control-oriented) (Chtourou & Romdhane, 2020; Wang et al., 2021; Shao, 2019; Sieber et al., 2022; Einhorn et al., 2024). The implications of the culture type are varied and must be contextual to fit the specific work environment. Realistic

expectations regarding how technology shapes values, attitudes, and behaviors in work units are conceivable (Wang et al., 2021).

1) *Adhocracy culture:* Adhocracy cultures emerge in circumstances where employees are allowed to be innovative, open to new concepts, and willing to take risks. The fundamental principles of adhocracy cultures are external focus, competition-oriented, flexible, spontaneous and receptive to change (Zhang et al., 2008). The key attributes include adaptability, responsiveness, and having a strong dedication to advocating innovation. Such values drive firms to take on novel projects, strive for expansion, and obtain more resources. Adhocracy culture tends to be entrepreneurial, supervised by managers who take calculated risks and have vision within the organization. The primary goal of such firms is to foster entrepreneurship, innovation, and engagement 'on the cutting edge is the main purpose (Aasi et al., 2017; Kocak & Pawlowski, 2023).

Moreover, organizations with an adhocracy culture assign decision-making authority to teams and subordinates to facilitate quick response and flexibility (Einhorn et al., 2024). However, innovative approaches and "unconventional thinking" are needed for the acceptance and promotion of new, novel concepts that enhance performance and sustainability. On the other hand, innovative principles and flexible cultures are positively correlated with cultural controls. Through communicating core values such as commitment to innovation and technological advancement, organizations can influence the mindset of employees in temporal, interdisciplinary teams, inspiration, motivation, and guidance over how to explore opportunities (Jaganjac et al., 2024; Zhang et al., 2008).

In addition, past literature has demonstrated that innovative cultures are positively correlated with outcomes controls as an evaluation technique and that implementing such controls is advantageous for innovation-focused firms (Einhorn et al., 2024; Kocak & Pawlowski, 2023). Performance metrics are highly valued in decentralized organizations, which are common in adhocracy cultures. Organizations ensure that the decisions made by their subordinates are in line with their aims for innovation by monitoring and evaluating performance metrics (Kocak & Pawlowski, 2023).

2) *Clan Culture:* Clan cultures engage a strong emphasis on loyalty, which encourages dedication to the corporate "family" and individual members (Einhorn et al., 2024). To support employees' growth and empowerment as well as the formation of social bonds, clan cultures place a strong emphasis on organizational members and flexible beliefs such as high cohesiveness, morale, and communication (Jaganjac et al., 2024). An extended family that values each member and recognizes their significance is what is known as a clan-oriented organization. "To empower employees and facilitate their engagement, commitment, and loyalty' is one of the main responsibilities of managers in these kinds of organizations, who are considered as mentors. Action controls provide employees with the authority to lead the organization and take part in decision-making. Ensuring that workers are held responsible for their activities guarantees adherence to the fundamental principles of personal growth and morale (Einhorn et al., 2024; Sieber et al., 2022).

Employees mainly focus on person-oriented outcomes such as potential careers, job stability, empowerment and personal growth in a collaborative culture as a clan culture also. The management style of clan cultural organizations is in contradiction to an emphasis on results controls in performance monitoring and evaluation and primarily hierarchical communication between managers and subordinates. In these organizations,

social ties, in addition to employee participation, commitment, and loyalty, create and enforce core values (Einhorn et al., 2024; Sieber et al., 2022).

Akroyd and Kober (2020) highlights how managers are hesitant to implement bureaucratic controls including job descriptions and budgets in cultures where individuals are emotionally invested in the firm. They do this because they think that doing so will negatively affect family feelings, which in turn affect involvement and identification. Through interpersonal connections and group thinking, employees can be inherently controlled, and stringent results controls may diminish group trust. Furthermore, because clan cultural organizations are internal and person-oriented, there is less emphasis placed on comparison with competitors using hard indicators (Einhorn et al., 2024; Zhang et al., 2008).

3) Market Culture: Market cultures prioritize stability-oriented, external goals including productivity, competitiveness, and customer attention (Einhorn et al., 2024; Sieber et al., 2022). The key values of the market culture are result-oriented environments in which competitive behavior, target accomplishment, production and market outcomes within the organization. "To drive the organization towards productivity, results, and profit" is the main responsibility of managers, who are viewed as harsh producers and rivals (Cameron & Quinn, 2011).

For these market-oriented goal-driven organizations to foster appropriate behavior, prescribed activities and administrative forms of communication are necessary (Verbeeten & Speklé, 2015). Employees are responsible for discussing the appropriate next steps with their superiors and holding each other responsible if objectives are not fulfilled. According to that action controls are prioritized in market cultures because employees must abide by policies and guidelines to accomplish organizational objectives such as profitability or satisfaction with customers.

Furthermore, cultural and personal controls tend to be ineffectual in market cultures because of an external focus on production, performance, and regulations. Employees are not directly involved in these controls, and personality features emphasize competitiveness, self-reliance, and quick acceptance of new trends defined by the market rather than more delicate elements like values. Consequently, there is less emphasis focused on embracing and upholding shared values (Einhorn et al., 2024). Moreover, managers track and evaluate employees based on performance metrics. To keep costs down while making decisions and informing employees when results deviate from expectations, this outcome orientation promotes a focus on results controls (Einhorn et al., 2024).

4) Hierarchy Culture: Efficient operations and standardized norms and procedures are employed in hierarchical cultures to emphasize internal, stability-oriented attributes like formality, predictability, and compliance (Einhorn et al., 2024; Zhang et al., 2008). Firms that place a high priority on bureaucracy usually have regimented, organized work environments where employees are subject to rules and regulations. Organizations improve efficiency and predictability when managers take on the role of administrators or coordinators with centralized decision-making authority.

Action controls work effectively in hierarchical, stable organizations because they impose administrative restrictions or employ administrative communication techniques to specify the intended behaviors. The degree of decision-making authority is

controlled by these administrative limitations in conjunction with centralized decision-making (Cameron & Quinn, 2011; Einhorn et al., 2024).

According to Choi et al. (2010) CVF has become the most used model in quantitative research or organizational culture. Table 1 shows a set of behaviors and assumptions that underpin each organizational culture type.

Table 1. Organizational Culture Types

Clan	Human affiliation	Teamwork, Employee involvement, communication, relationship	Human development, Employee satisfaction, Commitment
Adhocracy	Change	Creativity, Innovation, Risk taking, Adaptability	Innovation, Vision, New resources
Market	Achievement	Goal setting, Planning, Task focus, Competitiveness	Customer focus, Increased market share, Profitability, Productivity
Hierarchy	Stability	Conformity and predictability	Efficiency, Timeliness, and Smooth functioning
Culture Type	Assumptions	Behaviors	Effectiveness

Source: Chtourou Ben Amar and Ben Romdhane, 2020; Sieber et al., 2022

Table 1 provides a brief classification of organizational culture types and traits, Sieber et al. (2022) represents the Organizational Culture characteristics that are more commonly used in the studies. According to that the researchers mentioned most of the traits under four cultural types and their investigations have confirmed which traits are most used and which cultural traits belong to.

Most research findings point to the adaptability of culture while highlighting human relationships, sharing of knowledge, employee empowerment, and teamwork. This fits the clan culture category in the Competing Values Framework (Sieber et al., 2022). The clan resembles an extended family in that members communicate a great deal of particulars while maintaining discretion and flexibility (Chtourou Ben Amar & Ben Romdhane, 2020).

According to Table 1 and Sieber et al. (2022) change readiness, innovation, or risk-taking, are traits that align with the adhocracy culture which is an entrepreneurial environment that encourages venturing and readiness for change. Additionally, the market orientation's emphasis on achievement, dominance over competitors, power, and growth accent aligns with the market culture's basic principles of productivity and competition. However, Chtourou Ben Amar and Ben Romdhane (2020) and Sieber et al. (2022) have investigated the most commonly used dimensions of these organizational cultures based on the IT alignment.

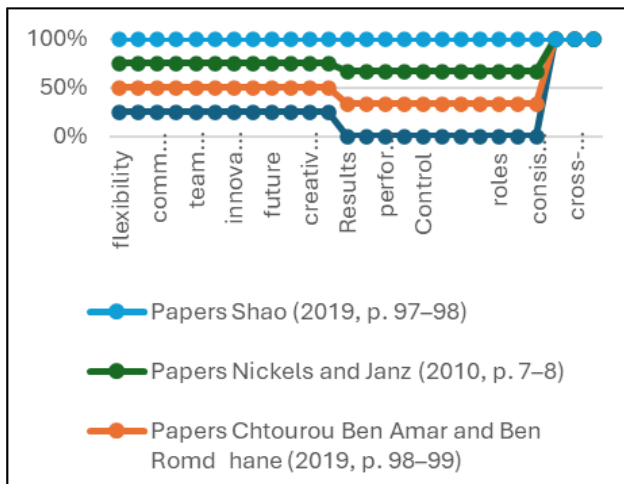
Table 2. Widely used Organizational Culture Characteristics

Papers	Characteristics				
	A	B	C	D	E
(Aasi et al., 2017)	✓	✓			✓
(Abdolvand and Sepehri, 2016)		✓			
(Bi et al., 2013)			✓		
(Bi et al., 2017)			✓		
(Boekhoff, 2000)	✓	✓			
(Campbell et al., 2005)	✓				
(Chan, 2002)	✓				
(Chan and Reich, 2007)			✓		
(Chtourou Ben Amar and Ben Romdhane, 2020)	✓	✓	✓	✓	
(X. Jing-hua et al., 2010)	✓	✓	✓	✓	
(Nickels and Janz, 2010)	✓	✓	✓	✓	
(Ravishankar et al., 2011)	✓				✓
(Shao, 2017)		✓	✓		
(Shao, 2019)	✓	✓	✓	✓	
(Wang et al., 2021)			✓	✓	✓

Source: Authours' compilation based on Sieber et al., 2022

- Flexibility, involvement, communication, relationship, and team orientation = A
- Change, innovation, risk-taking, future, adaptability, creativity, and entrepreneurial orientation = B
- Results, competition, performance, and market orientation = C
- Control, stability, predictability, efficiency, roles, routinization, and consistency orientation = D
- Top management leadership, cross-unit cooperation, and quality initiatives = E

Figure 3. Widely used Organizational Characteristics



Source: Authours' compilation based on Sieber et al., 2022

Figure 3 gathers the studies, focusing especially on the traits of organizational culture. Except for Shao (2017, 2019) and Wang et al. (2021), when organizational culture has a moderating role, the publications use the conceptions of organizational culture as independent variables.

Many studies contend that culture can be adaptable while preserving human or employee interactions, information sharing, employee empowerment, and a team-oriented mindset. These concepts and tasks are listed in Table 2's Column A.

This fits the organizational culture type of a clan according to the Competing Values Framework. The clan is like an extended family, with a great deal of discretion and flexibility, and members share a great deal about themselves. Change readiness, innovation, and risk-taking are also frequently seen in studies assigned to B, while in column C, market orientation with an emphasis on growth, competition supremacy, achievement, and power is prominent.

The first few words under B describe the adhocracy culture as an environment that is open to innovation and encourages risk-taking. With its stability, control, and basic principles of productivity and competition, the second under C best represents the type of market culture. Then, (un)certainty, consistency, efficiency focus (d), and senior management leadership (e), albeit to a lesser extent. The first ideas within D meet the hierarchy culture concerning the Competing Values Framework with the goal of an organized and efficient organization. Thus, the Competing Values Framework is compatible with the organizational culture traits and constructs.

Technological advancement is usually considered to include all the desirable qualities that businesses should have, including adaptability, reconfigurability, low cost, flexibility, transformability, agility, and leanness in employees. Infrastructure, technology proficiency, and backing from the top management are just a few examples of the many components that make up organizational aspects. It states that a company's managerial and technological competence, which are essential for integrating new technology, is referred to as process smartness (Amin et al., 2024). Furthermore, it is anticipated that the adoption of advanced technology will be facilitated by an adaptable culture and an open mentality. According to that, adopting technology advancements requires a strong organizational culture because it fosters a working environment that encourages technological innovation and integration (Mohelska & Sokolova, 2018). Sufficient resources, proficient and capable staff, and a favorable organizational culture are deemed essential for executing new digital tools. Liu et al. (2022) shows organizations that prioritize innovation and continual development are better equipped to adopt cutting-edge technology and adjust to the shifts brought about by new technologies.

IV. DISCUSSION

Based on existing research articles, emphasize that organizational culture is helping to adapt to new technologies, and it has a major effect on the digital revolution. This article narrates that each organization must determine for itself which organizational culture is ideal for implementing the new technologies. Although recommendations can be provided and come with benefits and drawbacks, the company is ultimately responsible for making the choice (Chtourou Ben Amar & Ben Romdhane, 2020; Sieber et al., 2022).

The investigation emphasizes how important organizational culture is to the IT industry's revolution and digital transformation. Corporate culture selection is fundamentally a strategic choice, and it has a significant impact on how successful digital

projects are. Thus, it is imperative for organizations to meticulously evaluate how their cultural framework may facilitate and augment the process of achieving digital maturity. Mainly, this study explains a significant association of organizational culture with digital transformation in the IT processes alignment. The positive nature of the association indicates that an exchange-oriented approach by executives will ensure work achievements. Adding to this, innovation, risk-taking, flexibility, adaptability and market orientation convey a message of employee understanding and work attainment and generate positive reinforcement among the workforces.

Based on the findings Adhocracy cultures flourish when employees are encouraged to be creative, receptive to innovative concepts, and risk-takers. According to Zhang et al. (2008), the core values of adhocracy cultures are flexibility, spontaneity, competition, external focus, and openness to change. Adaptability, responsiveness, and a strong commitment to promoting innovation are among the essential qualities. These kinds of ideals encourage businesses to do new things, grow, and acquire additional resources. Sieber et al. (2022) emphasizes that adhocracy culture mainly focuses on innovation. According to those findings, it can be emphasized that it is preferable to have a culture of innovation in IT organizations.

As highlighted in past literature, an organizational culture that values creativity, adaptability, and taking the initiative to make changes is commonly associated with innovation culture. Employees are encouraged to attempt to develop novel ideas, take risks, and question the status norm in such an environment. Adaptability and flexibility to external market needs are often prioritized by organizations that foster an innovative culture, as they are essential for ongoing development and expansion. According to Zhang et al. (2008), competitiveness and the constant search for new prospects take center stage in an outward focus that is the core of innovation culture. Organizations, particularly those in the IT sector, may better position businesses to traverse the complexity of the digital age by placing a high priority on innovation. This strategy guarantees their competitiveness in a market that is constantly changing while also enhancing their capacity to develop new goods and services. For this reason, cultivating an innovative culture within IT companies is not only advantageous but also necessary for long-term success and acquiring resources.

Aasi et al. (2017) shows a significant variable influencing business and IT alignment is the organizational culture of IT management. The comprehensive analysis of several researchers discovered that there is a relationship between IT management culture and business IT alignments. Based on the findings of Sieber et al. (2022) and Wang et al. (2021) Table 2.2 illustrates cultural characteristics that are used most commonly. According to that, this research is conducted using some of the most commonly used cultural indicators such as flexibility, adaptability, innovation, risk-taking and market orientation to describe the current organizational culture in the IT industry (Chtourou Ben Amar and Ben Romdhane, 2020; Georgescu et al., 2024; Shao, 2019; Sieber et al., 2022).

Several research studies demonstrate the relationship between organizational culture and the governance of information technology. Amin et al. (2024) emphasizes that internal systems within organizations that promote behavior in line with the organization's mission, strategy, values, policies, and unique culture are responsible for implementing technological advancement. Furthermore, IT management has a broad spectrum of organizational effects, whereby organizational factors either directly or indirectly affect

its success. According to that, organizational culture is crucial for digital transformation in the IT industry (Kocak & Pawlowski, 2023).

Most of the studies emphasize that an innovative culture is the best approach to digitalization. And the innovative culture can often be seen in the digital organizational culture (Kocak & Pawlowski, 2023; Sieber et al., 2022; Leso et al., 2023). The ability to take risks, work effectively in complicated contexts, interact, analyze huge quantities of information and data quickly, and fully embrace innovation are just a few of the distinctive traits that define digital organizational culture. Since plenty of innovative cultural models have emerged in direct relation to digital transformation numerous facets of this phenomenon have received an abundance of attention from researchers in the present day (Bayramov et al., 2023). Customer focus, agility, entrepreneurship, self-governing working environments, digital technology and digitalized processes, innovation and learning, teamwork, and digital leadership have all been identified as cultural factors that determine success (Kocak & Pawlowski, 2023).

V. CONCLUSION

Organizational culture exhibits a significant impact on the successful adoption of new and complex that will create incredible prospects, improve efficiency and effectiveness in the It sector. A strong organizational culture that values innovation, adaptability, and risk-taking is essential for navigating the complexities of digital transformation. Organizational culture plays a pivotal role in every organization, and studies have shown that each organization has a culture that is unique to their existing organizational structures. Yet majority of past studies have paid little to no attention to managerial approaches and the influence of organizational culture in the concept of digitization, with most studies focusing on the readiness of organizations for digital transformation. Accordingly, this research study investigates what type of organizational culture is most favorable to innovation and technological transformation and its impact.

Ultimately, momentum in process integration takes place to support business knowledge and adapt to the technological changes within the organization, aligning with the findings This explains how active organizational culture discovers a system of attention, monitoring, evaluation, and control that suits strategy formulation and implementation, which gains support from the works (Wang et al., 2021). The successful implementation of novel technologies hinges on a strong organizational culture that aligns with traits such as adaptability, flexibility, risk-taking, creativity and entrepreneurial orientation. Ideals of this nature encourage the cultivation of an innovative culture that supports the process of digitalization.

According to past literature, innovative culture can be suggested as a suitable organizational culture when implementing new technologies in the IT industry because innovation and creativity are vital in the IT sector (Kocak and Pawlowski, 2023; Sieber et al., 2022).

The findings of this study will contribute to gaining valuable insights regarding the multifaceted relationship between organizational culture and digital transformation along with that it will also help IT organizations establish strong, adaptable cultures capable of prospering in an increasingly digital and unpredictable business environment.

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