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Organisational Cultural Transformation in the Digital Age Amid a Changing Work Environment: A Systematic Literature Review

Rino Rino[1]*, Hadi Rahmanda[2]
[1-2]Management science, Universitas Negeri Padang, Indonesia
*Corresponding Author: rinopekon@fe.unp.ac.id

Abstract. Organizational culture plays an important role in organizational adaptation amid digital transformation and changes in the work environment. This study aims to examine the development of research on organizational culture transformation in the digital era through a Systematic Literature Review (SLR). Publications indexed in Scopus from 2019 to 2026 were analyzed using the PRISMA 2020 framework. From 2,577 initial records, 30 relevant studies were selected and analyzed using Microsoft Excel and VOSviewer to identify publication trends, author networks, thematic clusters, and emerging keywords. The results indicate increasing research attention, particularly during the 2023–2026 period. Thematic analysis identified five main clusters: digital organizational culture and digital transformation; human interaction and technology-mediated work processes; organizational communication and virtual collaboration; organizational leadership and commitment; and employee outcomes and adaptation to changing work environments. The findings also indicate a shift from traditional discussions of organizational culture toward digital organizational culture, employee engagement, sustainability, psychological well-being, and new forms of work. Overall, organizational culture is increasingly viewed as a dynamic and adaptive element that connects technological transformation with organizational and employee outcomes.

Keywords: Changing Work Environment; Digital Organizational Culture; Digital Transformation; Employee Adaptation; Organizational Culture; Systematic Literature Review.

1. INTRODUCTION

Organizational culture is a fundamental element in shaping how individuals interact, make decisions, share knowledge, and achieve organizational goals. Organizational culture encompasses shared values, norms, beliefs, and practices that influence employee behavior and organizational processes (Antony et al., 2023). Previous research has shown that organizational culture is not static but continually evolves in response to internal conditions and changes in the external environment (Sindakis et al., 2024). Therefore, organizational transformation requires not only changes in structure and technology but also the ability of organizational members to adapt employee/organizational values, behaviors, and work practices. The increasing adoption of digital technology has accelerated changes in how organizations operate and manage their workforces. Digitalization has introduced new forms of communication, collaboration, knowledge sharing, leadership, and decision-making. Information technology, for example, has created opportunities to facilitate knowledge exchange, improve organizational performance, reduce operational costs, and support innovation. However, technology implementation alone does not automatically result in organizational transformation because the success of digital change also depends on organizational readiness, employee acceptance, leadership, and cultural adaptation (Pandey & Chitranshi, 2023).

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At the same time, changes in the work environment are increasingly evident through remote and virtual work, flexible work arrangements, digital workplaces, and the increasing integration of artificial intelligence and other digital technologies (Irfan et al., 2024). These developments have altered interaction patterns between employees and organizations and created new challenges related to communication, employee engagement, organizational commitment, knowledge sharing, and maintaining shared organizational values. Consequently, organizational culture needs to evolve to adapt to technological developments while maintaining collaboration, employee participation, and organizational identity (Rifa'i et al., 2022). The relationship between organizational culture and organizational outcomes has been studied across various sectors and contexts. Previous studies have linked organizational culture to organizational performance, employee commitment, innovation, sustainability, leadership, and employee behavior (Mambo & Smuts, 2022). Research conducted within university organizations reveals that organizational culture is a dynamic process that must continuously strengthen aspects of leadership and organizational commitment (Molek-Kozakowska & Geisler, 2020). An exploratory study at a public university in Poland found that the right organizational culture can support curriculum innovation and foster institutional innovation. This process is strengthened by the sharing of power and responsibility, which can generate new ideas and solutions that contribute to institutional change (Morales-Huamán et al., 2023).

In business organizations, particularly MSMEs, organizational culture plays a crucial role in supporting productivity, competitiveness, and continuous improvement in work processes. In the digital era, integrating organizational culture with teamwork and digital management systems can create more effective work strategies and improve organizational processes. The use of digital business resource planning systems can also support organizational growth, strengthen collaboration, improve service quality, and increase employee motivation (Lata et al., 2021; Rodríguez-Ríos et al., 2021). Research in other industrial organizations shows that organizational culture can consist of various values and norms that influence how employees adapt to changes in the work environment. These values include cooperation, transparency, equality, professionalism, innovation, creativity, and global orientation (Galvis et al., 2020). In the hospitality sector, organizational culture is also linked to strategies for employee retention through appropriate compensation, career development, succession planning, training, and professional development (Moskovich, 2020). In healthcare organizations, organizational culture and the ability to adapt to changes in the work environment are crucial for improving the quality of patient care and organizational effectiveness. Numerous studies have shown that a positive organizational culture, supported

by shared values, flexible management, effective communication, and employee engagement, can improve service quality and organizational coordination. Therefore, healthcare organizations need to develop an adaptive and supportive culture that can effectively respond to changes in the work environment (Leguina et al., 2025; Marinakou & Giousmpasoglou, 2019).

Organizational culture plays a crucial role in enhancing organizational performance and supporting positive changes in the workplace. A positive organizational culture can strengthen employee engagement, foster innovation, and improve service quality across various sectors. In the context of digital transformation, an adaptive and innovative organizational culture is increasingly important to respond to workplace changes and support sustainable organizational development (Alsaeed et al., 2026; Rahmania et al., 2025). Previous studies have examined organizational culture from various perspectives. Reference [34] conducted a systematic review of organizational culture and strategic management in the public sector, specifically school management, based on 348 articles. Meanwhile, Mkoba & Marnewick (2022) analyzed 204 articles to examine how organizational culture influences the implementation of agile practices. These studies indicate that organizational culture is a crucial factor in shaping organizational practices and adapting to changes in the workplace. Amaro et al. (2021) found that Lean Thinking is closely related to organizational culture and requires alignment between long-term organizational goals and operational practices. Shiferaw et al., (2023) highlighted the relationship between organizational culture, organizational learning, and leadership, emphasizing their role in adapting to organizational change. Meanwhile, Aggarwal, (2024) found that organizational culture has a positive relationship with Psychological Capital, which can support employee well-being, performance, organizational behavior, and innovation.

Based on the 30 studies included in this review, research attention also indicates a growing trend toward digital transformation and changing work practices, particularly in the most recent publication period. These studies span diverse organizational and country contexts, demonstrating that organizational culture transformation is not limited to specific sectors or geographic settings. The increasing presence of digitalization, digital leadership, artificial intelligence, and digital maturity in recent studies further demonstrates that organizational culture is a crucial component in organizational adaptation in the digital age (Leguina et al., 2025). Although previous research has provided substantial insights into organizational culture and its relationship to organizational outcomes, the existing literature remains fragmented across themes, technologies, organizational contexts, and work settings. Previous systematic and bibliometric research has examined organizational culture in relation to areas such as

leadership, learning organizations, sustainability, innovation, and employee outcomes (Rahmanda & Rino, 2025). However, a comprehensive synthesis that specifically links organizational culture transformation to digitalization and changes in the work environment is still needed. Such a synthesis is important to identify how research priorities have evolved, which themes have become dominant, and what topics are emerging in the digital age.

Therefore, this Systematic Literature Review (SLR) aims to examine the development of research on "Organizational Culture Transformation in the Digital Era Amidst Changing Work Environments." This review uses bibliometric and systematic approaches to map the development of the literature, identify influential references, examine thematic clusters, track thematic evolution, and identify emerging keywords. These analyses are expected to provide a structured understanding of how organizational culture is transforming along with technological developments and changing work patterns. Thus, this study answers the following research questions:

RQ1: What is the historical evolution of publications on organizational culture and changes in the work environment?

RQ2: What are the main references in research on organizational culture and changes in the work environment?

RQ3: What are the main thematic clusters in the literature on organizational culture and work environment change?

RQ4: How has the thematic evolution of scientific studies on organizational culture and changes in the work environment?

RQ5: What are the main keywords that are currently developing and emerging in the literature regarding organizational culture and changes in the work environment in the digital era?

RQ6: What are the main elements of a research agenda for future studies on organizational culture and work environment change?

2. RESEARCH METHODS

This study uses a Systematic Literature Review (SLR) approach to examine articles on organizational culture and workplace change published in leading indexed databases. The purpose of this study is to identify and analyze the scientific literature and publication trends in this field. The PRISMA 2020 statement was used as a guideline in the systematic identification, screening, and selection of relevant studies.

Inclusion and Exclusion Criteria

Inclusion and exclusion criteria are used to select articles that fit the focus of the SLR, namelytransformation of organizational culture due to technological developments and changes in the work environment.The criteria were set based on the focus of organizational culture, digital transformation, changes in the work environment, organizational context, publication period, and type of research.

Inclusion Criteria	Exclusion Criteria
Discussing or measuring organizational culture empirically	Articles that are conceptual, theoretical, editorial,viewpoint, or comments
Examining changes or transformations in organizational culture in the work environment	Systematic literature review, literature review, meta-analysis, and bibliometric study
Coversorganizational culture, digital organizational culture, supportive culture, innovation culture, or other forms of organizational culture	Articles that are only in the form ofconference abstract, book chapter, or proceedings
Examine the impact of organizational culture on employees or the organization, such asengagement, commitment, performance, innovation, And adaptability	Articles that do not provide adequate research methodology information
Using empirical data from public and private organizations	Articles that have not gone through the processpeer review
Covers a wide range of sectors and countries, allowing for international comparisons.	Duplicate articles from multiple database search results
Published in the period2019–2026	Articles that are outside the research period2019–2026
Original research article (original research article) in English language	Articles not available in full text (full text)

Resources

Relevant studies were identified through the Scopus database, a comprehensive, multidisciplinary bibliographic database encompassing peer-reviewed scientific publications across various fields. This database only includes research articles. In this study, the search was limited to original research articles published between 2019 and 2026 and relevant to organizational culture and workplace changes.

Database Search Strategy

To identify relevant studies, a specific search formula was developed based on the inclusion criteria and research objectives. This search strategy was applied to the Scopus

database using the following keyword combination: TITLE-ABS-KEY ("organizational culture" AND "digital transformation" AND "work environment"). This search was designed to find studies that simultaneously address organizational culture, digital transformation, and changes in the work environment. This strategy was used to ensure that the selected publications closely align with the scope of the systematic literature review.

Data Management

A total of 2,577 records were successfully retrieved from the Scopus database. These bibliographic records were exported to Microsoft Excel for data organization, filtering, and application of predefined exclusion criteria. Duplicate and irrelevant records were removed during the screening process. Eligible publications were then analyzed using Microsoft Excel and VOS viewer to generate quantitative bibliometric information and visualize research patterns. VOS viewer was used to generate bibliometric maps, including keyword co-occurrence networks, author collaborations, citations, and co-citations, allowing for the identification of publication patterns, influential authors, and relationships between research themes (Lyndon et al., 2015). The overall identification, screening, eligibility assessment, and inclusion procedures are presented in Figure 1, which was developed in accordance with the PRISMA 2020 guidelines.

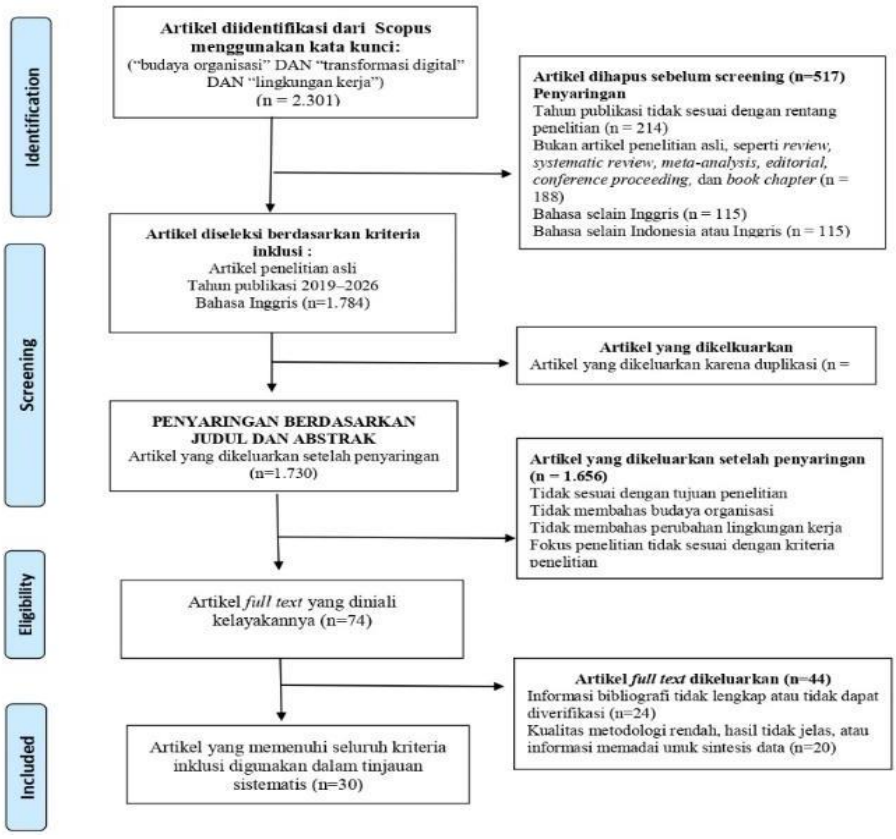


Figure 1. PRISMA—2020 flowchart.

3. RESULTS AND DISCUSSION

RQ1: Quantitative Indicators in Research Related to Organizational Culture

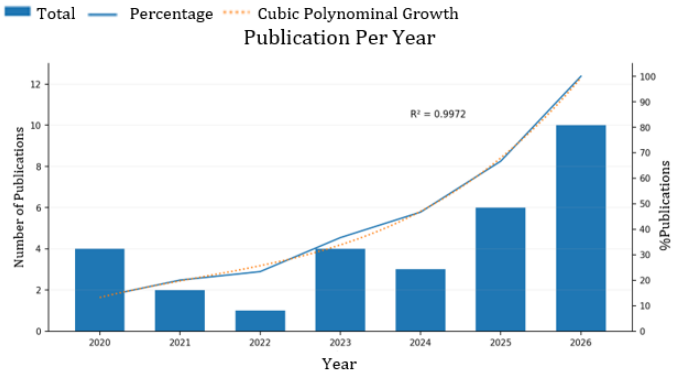


Figure 2. Development of publications per year

Based on Figure 2, the development of publications on "Organizational Culture Transformation in the Digital Era in the Changing Work Environment" in the 30 articles analyzed shows a tendency for increasing research from year to year, although there are some fluctuations. In 2020 there were 4 publications, then decreased to 2 publications in 2021 and 1 publication in 2022. Furthermore, the number of publications increased to 4 articles in 2023, slightly decreased to 3 articles in 2024, then increased to 6 articles in 2025 and reached the highest number, namely 10 articles in 2026. The cubic polynomial growth line shows a strong upward trend, with an R^2 value of 0.9972. Overall, the increase in publications is especially visible in the period 2023–2026, which indicates the growing attention of research on organizational culture transformation, digitalization, changes in the work environment, digital leadership, digital workplace, and digital transformation of organizations.

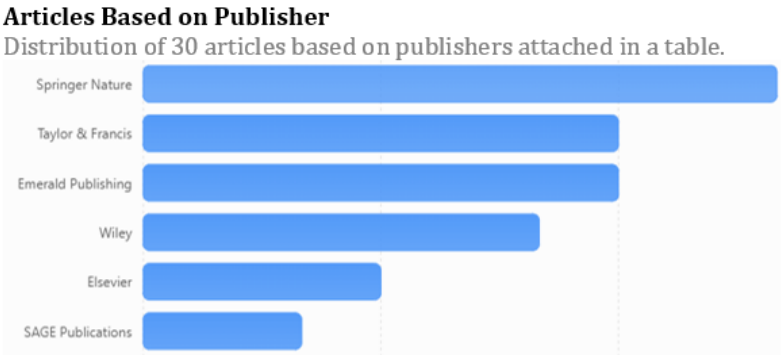


Figure 3. Distribution of articles based on publisher

The diagram shows the distribution of 30 articles by publisher. Springer Nature had the largest number of publications, with 8 articles. Taylor & Francis and Emerald Publishing each published 6 articles, followed by Wiley with 5 articles. Elsevier published 3 articles, while SAGE Publications had the smallest number, with 2 articles. Overall, the distribution indicates that publications on organizational culture transformation in the digital era and changing work

environments are spread across several publishers, with Springer Nature being the publisher with the most articles published in this study.

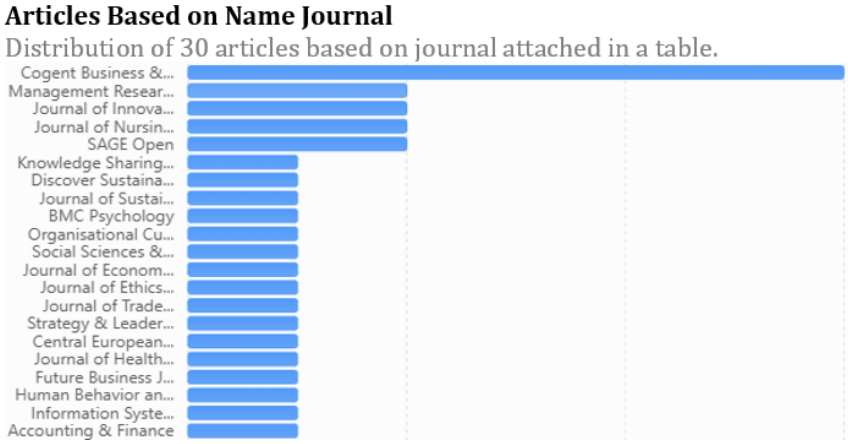
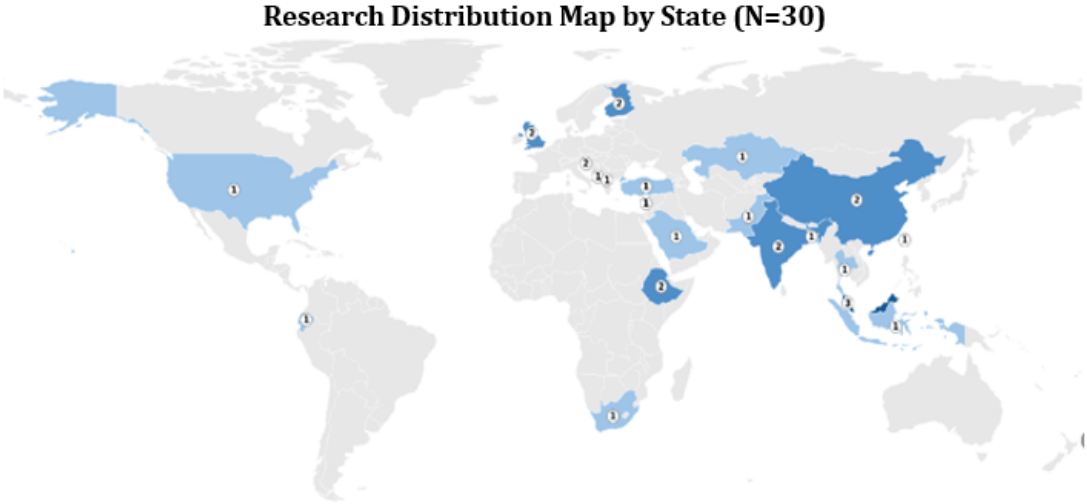


Figure 4. Based on journal name

The diagram shows the distribution of 30 articles by journal name. The most articles were published in Cogent Business & Management, with six articles. Several other journals published two articles each, while most journals published only one article. This indicates that publications on organizational culture transformation in the digital era and changing work environments are quite widespread across various journals, with only one journal having a relatively larger number of articles than the others.



No	Country	Total	%
1	Malaysia	3	10,00%
2	China	2	6,67%
3	Ethiopia	2	6,67%
4	Finlandia	2	6,67%
5	India	2	6,67%
6	United Kingdom	2	6,67%
7	Slovenia	2	6,67%
8	Bangladesh	1	3,33%
9	Ecuador	1	3,33%
10	Indonesia	1	3,33%
11	Kazakhstan	1	3,33%

No	Country	Total	%
1	Lebanon	1	3,33%
2	Macedonia	1	3,33%
3	Montenegro	1	3,33%
4	Pakistan	1	3,33%
5	Saudi Arabia	1	3,33%
6	South Africa	1	3,33%
7	Taiwan	1	3,33%
8	Thailand	1	3,33%
9	Turkey	1	3,33%
10	USA	1	3,33%

Figure 5. By country

The map shows the distribution of 30 studies by country. Malaysia had the largest number of studies, with 3 articles (10.00%). Next, China, Ethiopia, Finland, India, the United

Kingdom, and Slovenia each had 2 articles (6.67%). Meanwhile, Bangladesh, Ecuador, Indonesia, Kazakhstan, Lebanon, Macedonia, Montenegro, Pakistan, Saudi Arabia, South Africa, Taiwan, Thailand, Turkey, and the United States each had 1 article (3.33%). Overall, the studies were spread across various countries and showed a fairly broad geographic coverage. One study included Thailand and China, resulting in 30 country appearances, while two studies did not explicitly mention countries.

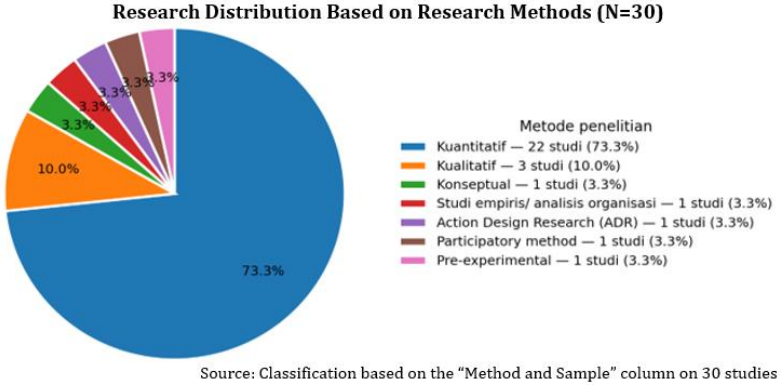


Figure 6. Distribution of Research by Method

The diagram shows the distribution of 30 studies based on the research methods used. Most studies used quantitative methods, amounting to 22 studies (73.3%). Furthermore, qualitative methods were used in 3 studies (10.0%), while conceptual methods, empirical studies/organizational analysis, Action Design Research (ADR), participatory methods, and pre-experimental methods were each used in 1 study (3.3%). Thus, research on organizational culture transformation in the digital era in changing work environments is dominated by quantitative approaches, while qualitative approaches and several other methods are used to a lesser extent.

RQ2: What are the main references in research on organizational culture and changes in the work environment?

Before viewing the author network visualization, a bibliometric analysis was conducted to determine the patterns of relationships and development of authors contributing to research on the transformation of organizational culture in the digital era and changing work environments. This analysis covers publications from 2019–2026 and is used to examine how authors are interconnected in producing research in this field. The mapping results are then visualized as an author network, allowing for clearer visibility of the relationships between authors and the development of publications over time. The following figure presents a visualization of the author network for the 2019–2026 period.

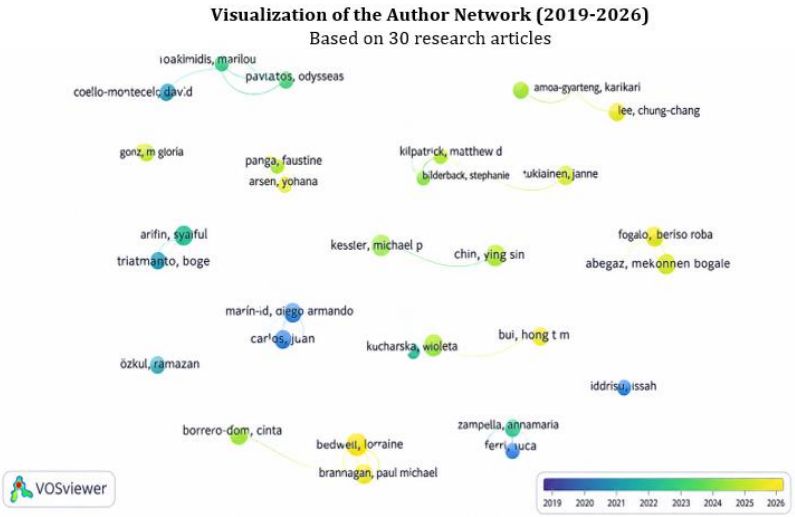


Figure 7. Visualization of the Author Network for the Period 2019–2026"

This figure represents a visualization of the author network using a bibliometric/VOSviewer approach, which is part of the analysis in the Systematic Literature Review (SLR). This mapping is used to complement the SLR results by showing the patterns of interconnections between authors who contributed to research on the transformation of organizational culture in the digital era in changing work environments during the period 2019–2026. Each circle represents an author, while the lines connecting the nodes indicate the relationships or connections within the author network. The node colors indicate the development of publication time, from 2019 to 2026, as indicated by color gradations in the legend. The visualization shows some groups of authors who are interconnected, while others have more limited connections. In this context, this mapping helps provide additional insight into the development of the literature, patterns of author collaboration, and the interconnections of research that are part of the analyzed study set (Tukiainen, 2026).

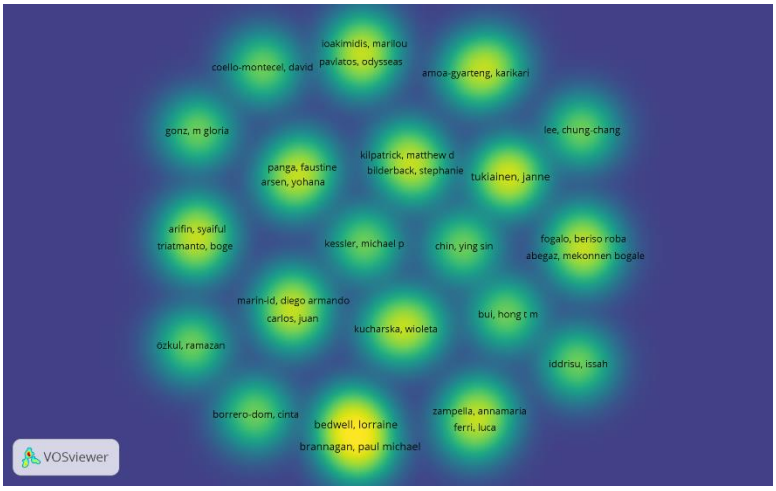


Figure 8. Author Density Visualization for the Period 2019–2026

This image is a visualization of author network density using VOSviewer as part of a bibliometric analysis in a Systematic Literature Review (SLR). This visualization shows the

concentration and distribution of authors who have contributed to research on the transformation of organizational culture in the digital era in changing work environments. Author names are displayed in areas of varying density, indicated by color gradations. Lighter areas indicate a higher concentration or density of authors, while darker areas indicate a lower density. Several areas of relatively high density are seen around author groups such as Bedwell, Lorraine and Brannagan, Paul Michael, Kilpatrick, Matthew D and Bilderback, Stephanie, and Fogalo, Beriso Roba and Abegaz, and Mekonnon Bogale. In this context, this visualization serves as a complement to the literature synthesis results by showing how author contributions are distributed and concentrated within the field under study. Density mapping helps identify more active research areas and author groups with a stronger presence in the analyzed body of literature (Bedwell & Brannagan, 2026; Chin, 2026; Hossain et al., 2026). Thus, this figure can be used to strengthen bibliometric analysis in SLR, particularly on the development and structure of authors in research on organizational culture transformation in the digital era.

Based on the VOSviewer mapping results, the author network in this study is divided into five clusters with relatively small numbers of members. The first cluster includes the networks of authors such as Arifin and Triatmanto and Panga and Arsen. The second cluster includes Bedwell and Brannagan and Amoa-Gyarteng and Dhliwayo (Amoa-gyarteng & Dhliwayo, 2024; Brewster et al., 2026; Carlos & Marín-id, 2026; Coello-montecel, 2025; Joon et al., 2025; Kessler, 2026). The third cluster includes Zampella and Ferri, Abegaz and Fogalo, and the Ioakimidis and Pavlatos group (Gonz, 2026; Jabbour et al., 2025; Lata et al., 2021; Meng et al., 2026; Tukiainen, 2026). The fourth group includes Bilderback and Kilpatrick, as well as several other writers who formed networks with more limited membership. The fifth group consists of writers who emerged as individual networks or had relatively limited connections, such as Chin, Lee, Tukiainen, Özkul, Kessler, Idrissu, and several others.

The simplification into five groups indicates that the research network structure still consists of several small groups and is not yet dominated by a single, large network of authors. This aligns with the previous density visualization, which shows several areas with a higher concentration of authors and a number of authors scattered across areas with lower densities. In the context of the SLR, this mapping provides an overview of the collaboration structure and the development of author contributions in the literature discussing the transformation of organizational culture in the digital age. Thus, the author network analysis complements the SLR results not only in terms of the number and development of publications, but also in terms of the patterns of interconnectedness between authors.

RQ3: What are the main thematic clusters in the literature on organizational culture and work environment change?

Before reviewing the mapping results, a thematic cluster analysis was conducted to identify related topic groups in the literature on organizational culture and workplace change. This mapping helped highlight the most frequently occurring themes and the relationships between them in the research period 2019–2026. The analysis results were then summarized into several main thematic clusters to more clearly visualize the evolving research focus. The following figure shows the main thematic clusters in the literature on organizational culture and workplace change.

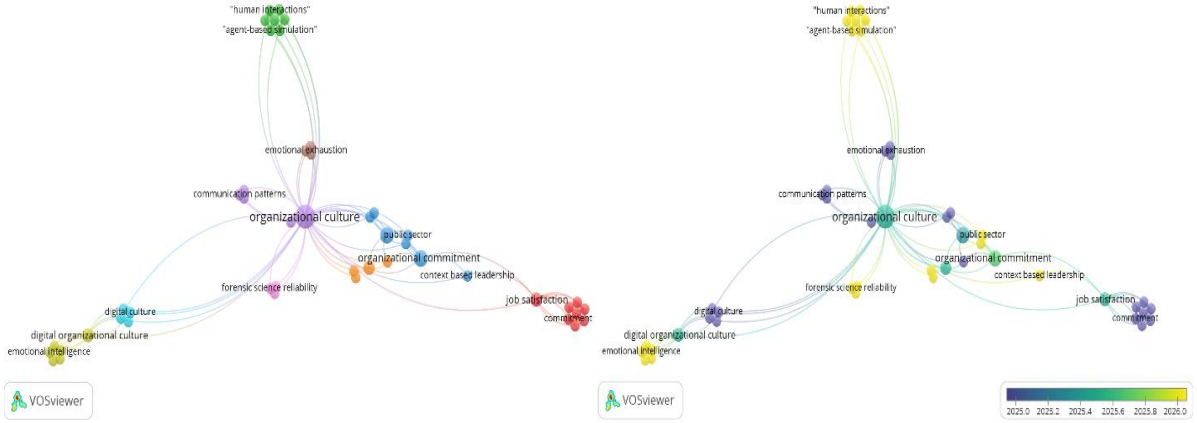


Figure 9. Network Visualization

The analysis of keyword co-occurrence identified five main thematic clusters that characterize the development of research on organizational culture in the digital era and the changing work environment. These clusters illustrate how organizational culture relates to digitalization, human interaction, communication, leadership, organizational commitment, employee well-being, and changing work patterns. The central position of organizational culture demonstrates its role as a connecting concept linking digital transformation to organizational and employee outcomes. Cluster 1 focuses on digital organizational culture and digital transformation. This cluster includes keywords such as digital organizational culture, digital culture, and emotional intelligence, reflecting the growing attention to how digital technologies are reshaping organizational values, behaviors, and interactions. The emergence of digital organizational culture suggests that digital transformation is not limited to the adoption of technological tools but also involves changes in organizational norms, competencies, communication practices, and employee behaviors (Fogalo & Abegaz, 2026; Hawrysz et al., 2025; Hossain et al., 2026). The relationship between digital culture and emotional intelligence further demonstrates that successful digital transformation requires organizations to consider the human capabilities needed to adapt to a technology-mediated

work environment. Therefore, this cluster represents a transformation from traditional organizational culture to a more digitally oriented one.

Cluster 2 emphasizes human interactions and technology-mediated work processes. Key keywords in this thematic area include human interaction, agent-based simulation, and emotional exhaustion. The presence of human interaction demonstrates that technological transformations do not diminish the importance of interpersonal relationships within organizations. Rather, digital and virtual work environments create new forms of interaction that can impact how employees collaborate, communicate, and experience their work (Bedwell & Brannagan, 2026; Doherty et al., 2026). The connection to agent-based simulation reflects the growing methodological and analytical interest in studying organizational behavior and interactions within complex work systems. Meanwhile, emotional exhaustion suggests that changes in digitally mediated work settings and interactions can also be studied in relation to employee well-being and psychological experiences.

Cluster 3 represents organizational communication, culture, and virtual collaboration. Key keywords include organizational culture and communication patterns, which are related to digital culture and other organizational concepts. This cluster highlights communication as a crucial mechanism through which organizational culture is reproduced, negotiated, and transformed (Giacomini et al., 2026; Maheshwari et al., 2026). In a changing work environment, communication increasingly occurs through digital platforms and virtual channels, thus changing traditional interaction patterns between employees, leaders, and organizational units. The relationship between communication patterns and organizational culture suggests that digital transformation requires organizations to adapt not only their technology but also their communication norms and collaboration practices. Thus, this cluster reflects the transition from traditional face-to-face communication to increasingly digital and flexible forms of organizational interaction.

Cluster 4 relates to organizational commitment, leadership, and the changing organizational context. Prominent keywords include organizational commitment, public sector, and context-based leadership, indicating that organizational culture is increasingly being researched in relation to leadership practices and employee engagement with the organization. The relationship between organizational culture and commitment suggests that cultural values and organizational practices can influence how employees identify with and remain connected to their organization. The emergence of public sector and context-based leadership also demonstrates that cultural transformation is not uniform across organizations. Leadership approaches and institutional context influence how organizations respond to digitalization and

changing work environments (Bedwell & Brannagan, 2026; Iddrisu, 2025; Tukiainen, 2026). Therefore, this cluster emphasizes the organizational and leadership dimensions of cultural transformation.

Cluster 5 relates to employee outcomes and their adaptation to changing work environments. Keywords such as job satisfaction, commitment, and emotional exhaustion demonstrate the growing interest in the impact of organizational culture transformation on employees. Changes in organizational structure, leadership practices, communication patterns, and digital work arrangements can impact how employees perceive their work and their relationship with the organization (Bany et al., 2025; Zampella & Ferri, 2025). Job satisfaction and organizational commitment are important outcomes for both employees and organizations, while emotional exhaustion reflects potential challenges associated with increasingly intense or changing work demands. This cluster demonstrates that research on organizational culture in the digital age is increasingly moving beyond organizational structure and technology adoption to understanding employee experiences and ongoing adaptation to changing work environments.

The keyword overlay visualization further illustrates this thematic development over time. The color gradient from older to more recent publications demonstrates a gradual shift from conventional discussions of organizational culture, communication, and organizational relationships to more current issues involving digital culture and digital organizational culture. Previous research appears to emphasize organizational culture as a foundation for communication, leadership, commitment, and employee relationships (Ak et al., 2025; Rožman et al., 2023). As digital transformation becomes increasingly integrated into organizational processes, recent research increasingly incorporates concepts related to digital culture, digital organizational culture, and technology-mediated work. This temporal pattern also indicates that organizational culture remains a key connecting concept across time periods. Previous themes regarding communication patterns, leadership, and organizational commitment remain relevant to current discussions of digital culture. This suggests that digital transformation does not replace traditional organizational culture research but rather extends it to new forms of work organization and employee interactions. Therefore, the emergence of digital organizational culture represents an evolution of the field, where technological change is increasingly considered alongside the cultural, relational, and human dimensions of organizational transformation.

Overall, these five clusters demonstrate that research on organizational culture transformation in the digital age and changing work environments has evolved along

interrelated dimensions: digital cultural transformation, human interaction, virtual communication and collaboration, organizational leadership and commitment, and employee outcomes and adaptation. This network demonstrates that organizational culture serves as a bridge between technological transformation and changes in how organizations are structured, managed, communicated with, and experienced by employees. This pattern demonstrates that digital transformation is not solely a technological process, but also a cultural and organizational transformation that is reshaping the nature of work and the relationship between employees and organizations.

RQ4: How has the thematic evolution of scientific studies on organizational culture and work environment change?

To examine the thematic evolution of research on organizational culture and changing work environments, keyword developments were analyzed based on their occurrence over time during the period 2019–2026. This analysis aims to identify how the research focus has shifted across time, specifically from issues of organizational culture and conventional leadership to digital transformation, technology-mediated work, flexible work arrangements, and employee adaptation. The temporal distribution also illustrates the relationship between the five thematic clusters and the emergence of new research interests over time. Figure 10 presents the temporal evolution of keywords and thematic clusters in studies on organizational culture and changing work environments from 2019 to 2026.

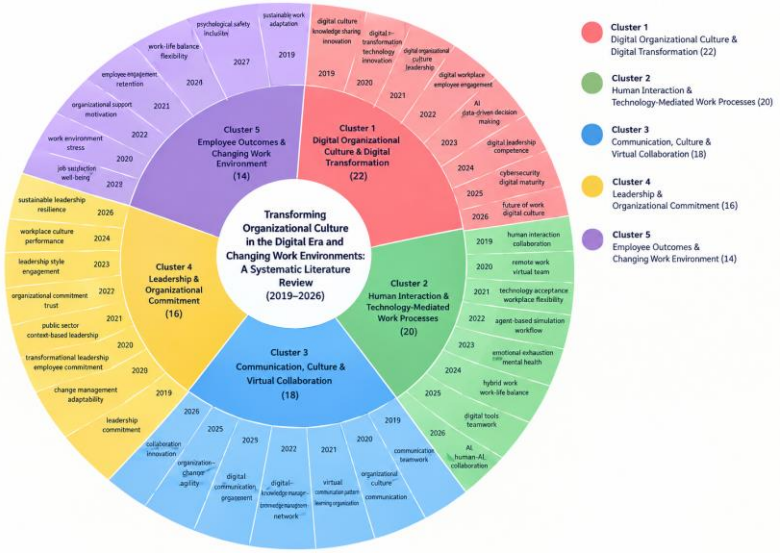


Figure 10. Development of Keywords over Time in Five Thematic Clusters in Organizational Culture Research, 2019–2026

This chronological visualization illustrates the development of research themes related to organizational culture transformation in the digital era and changes in the work environment during the period 2019–2026. The visualization is organized into five thematic groups, each

represented by a different color and keywords arranged according to the time of their emergence and development. Group 1 represents digital organizational culture and digital transformation, highlighting the increasing integration of digital culture, digital transformation, digital workplace, digital leadership, artificial intelligence, and digital maturity into organizational culture research. Group 2 focuses on human interaction and technology-mediated work processes, encompassing themes such as human interaction, remote work, technology acceptance, workplace flexibility, emotional exhaustion, hybrid work, and human–AI collaboration (Özkul, 2026). Group 3 emphasizes communication, organizational culture, and virtual collaboration, with keywords related to communication, virtual communication, organizational learning, digital communication, knowledge management, organizational change, and collaboration.

Cluster 4 reflects organizational leadership and commitment, including transformational leadership, change management, employee commitment, context-based leadership, the public sector, organizational commitment, engagement, and sustainable leadership (Licnsc et al., 2021). Cluster 5 focuses on employee outcomes and the changing work environment, represented by keywords such as job satisfaction, well-being, workplace stress, organizational support, employee engagement, work-life balance, psychological safety, and sustainable work adaptation. Overall, the temporal distribution indicates a shift from traditional organizational culture and leadership themes toward increasingly digital, virtual, flexible, and employee-centric issues. The emergence of digital organizational culture, hybrid work, digital leadership, artificial intelligence, work-life balance, psychological safety, and sustainable work adaptation in more recent periods suggests that organizational culture research is increasingly focusing on how organizations and employees adapt to technological transformation and changing work patterns (Ak et al., 2025).

RQ5: What are the main keywords that are currently developing and emerging in the literature regarding organizational culture and changes in the work environment in the digital era?

Based on the results of keyword co-occurrence analysis using VOSviewer, the development of research on organizational culture and changes in the work environment shows a shift from fundamental organizational themes to more diverse issues, including employee behavior, sustainability, work engagement, and digitalization.organizational culturehas the highest frequency of occurrence and strength of association, indicating its position as a major theme in the research network. Meanwhile, the emergence of keywords such asdigital organizational culture, environmentally friendly behavior, And employee engagementindicates

growing attention to the changing characteristics of the work environment in the digital and sustainable era. Details of keywords, frequency of occurrence, link strength, and interpretation of research developments are presented in the following table.

No.	Keywords	Appearance	Total Link Strength	Interpretation of Research Development
1	Organizational culture	11	10	Represents a core concept in the literature and serves as a central theme connecting various organizational and employee issues.
2	Organizational commitment	3	7	Demonstrate ongoing attention to the relationship between organizational culture and employee engagement, identification, and commitment to the organization.
3	Employee performance	3	6	Shows that organizational culture is often studied in relation to employee effectiveness and the achievement of organizational results.
4	Employee engagement	2	4	Reflecting increasing attention to employee engagement and psychological connection to the organization, especially in constantly changing working conditions.
5	Employee environmental behavior / employee related behavior	2	4	Demonstrates an expansion of the study of organizational culture towards employee behavior and organizational sustainability.
6	Environmentally friendly behavior	2	4	Demonstrates the increasingly strong link between organizational culture and environmentally responsible behavior within the organization.
7	Job satisfaction	2	2	Represents one of the important results related to organizational culture and changes in organizational conditions.
8	Digital organizational culture	2	1	Represents a new dimension of organizational culture related to digital transformation and work environments that are increasingly mediated by technology.
9	Bullying, sense of belonging to the organization, organizational culture	2	0	Demonstrates the emergence of concern for employee relationships, a sense of belonging to the organization, and negative experiences in the workplace in the context of organizational culture.
10	Public procurement, organizational culture, habit formation	2	0	Demonstrates the application of organizational culture studies to institutional practices and behavioral patterns in public sector environments.

Keyword analysis indicates that organizational culture remains a central concept in the literature, with the highest frequency of occurrence at 11 times and a total relationship strength of 10. This position indicates that organizational culture serves as a key conceptual foundation connecting research on employee performance outcomes, organizational relationships, workplace behaviors, and changes in organizational practices. The relatively strong relationship between organizational commitment and employee performance further demonstrates that the literature has consistently examined organizational culture in relation to

employee attachment to the organization and their work-related performance outcomes. This development in the literature can also be observed through the emergence of the concepts of employee engagement, environmental behavior, and job satisfaction. These keywords indicate that research has gradually expanded beyond organizational culture as an organizational-level concept to employee experiences and behavioral outcomes (Rožman et al., 2023). Employee engagement and job satisfaction reflect increasing attention to how organizational values, practices, and working conditions influence employee perceptions and engagement in the workplace. At the same time, environmental behavior indicates that organizational culture is increasingly linked to behaviors oriented toward sustainability and organizational responsibility.

A particularly important development is the emergence of digital organizational culture. Although its frequency of occurrence is lower than the keyword "organizational culture" in general, its presence is highly relevant to the focus of this systematic literature review because it reflects the transformation of organizational culture in response to digitalization. Digital organizational culture describes changes in organizational values, behaviors, communication, collaboration, and work practices resulting from the increased use of digital technologies. Its emergence alongside employee engagement, performance, and other organizational outcomes suggests that digital transformation is increasingly being studied not only as a technological process, but also as a cultural and organizational process (Bilderback & Kilpatrick, 2026; Licnsc et al., 2021; Özkul, 2026). The combination of keywords including bullying, organizational belonging, and organizational culture further demonstrates that recent research is expanding its focus on employees' social and psychological experiences at work. Organizational belonging is particularly relevant to the changing work environment, as remote, hybrid, and digitally mediated forms of work can alter how employees interact with colleagues and feel connected to their organizations. Similarly, research linking organizational culture to environmental behavior indicates a growing focus toward sustainability and responsible organizational practices.

Overall, the distribution of keywords indicates a shift from the traditional emphasis on organizational culture, organizational commitment, employee performance, and job satisfaction toward broader issues that include employee engagement, environmental behavior, organizational belonging, and digital organizational culture. This development suggests that the field of research is increasingly moving toward an integrated understanding of organizational culture, where technological transformation, employee experience,

sustainability, and changing work practices are viewed as interrelated dimensions of contemporary organizational life.

Therefore, for RQ5, the most important finding is the emergence of "digital organizational culture" as a keyword directly related to the digital era. Along with employee engagement, organizational belonging, environmentally friendly behavior, and employee performance, this keyword indicates that contemporary research is increasingly focusing on how organizational culture adapts to technological transformation while maintaining employee engagement, organizational engagement, and sustainable behavior in the workplace.

RQ6 : What are the main elements of a research agenda for future studies on organizational culture and work environment change?

The results of keyword mapping show that organizational culture still a center of research with occurrences highest (11) and total link strength (TLS) of 10. Meanwhile, organizational commitment and employee performance have a relatively strong association, with TLS 7 and 6 respectively. On the other hand, the emergence of digital organizational culture, employee engagement, as well as environmentally friendly behavior. This indicates the direction of research developments toward an increasingly digitalized and sustainability-oriented work environment. Based on this pattern, several key elements of a future research agenda can be formulated as follows.

No.	Future Research Agenda	Basis of VOS viewer Findings	Development Direction
1	Digital organizational culture	The emergence digital organizational culture	Examining organizational culture in digital transformation, AI, and new work patterns.
2	Employee engagement and experience	Employee engagement, job satisfaction, And organizational belonging	Examining employee engagement, satisfaction, and sense of belonging in a changing work environment.
3	Culture and sustainability	Environmental behaviour and employees' environmental behaviour	Examining the role of organizational culture in shaping environmentally friendly behavior.
4	Employee culture and performance	Employee performance and organizational commitment have a strong connection	Examining how adaptive culture influences employee performance and commitment.
5	Culture in an institutional context	Public procurement and habit formation still have low TLS	Extending the study to the public sector, governance, and institutional behavioral change.

Based on the VOS viewer mapping results, the future research agenda on organizational culture and work environment changes shows a trend towards more adaptive and multidimensional studies. A key development is seen in digital organizational culture, which opens up research opportunities on cultural changes resulting from digital transformation, artificial intelligence, and new work patterns (Bencsik et al., 2025; Bui, 2026; Li et al., 2026). Furthermore, the themes of employee engagement and experience are also important directions

for further research.employee engagement, job satisfaction, and sense of belonging to the organization. The next agenda relates to sustainability, specifically how organizational culture can encourage environmentally friendly employee behavior. The relationship between organizational culture and employee performance and commitment is also still relevant to develop, especially in the face of changing work environments (Wibowo et al., 2025). On the other hand, the emergence of the themepublic procurement And habit formationThose with low connectivity suggest an opportunity to expand research into the public sector context and institutional behavioral change. Thus, future research could be directed at the integration of organizational culture, digitalization, employee experience, sustainability, and institutional adaptation.

Practical Implications

This systematic literature review provides practical implications for managers and organizational leaders, both in the public and private sectors, who are navigating digital transformation and changing work environments. The research findings indicate that organizational culture remains a central theme, while organizational commitment, employee performance, employee engagement, job satisfaction, and environmental behavior are important related dimensions. Therefore, organizations need to develop an adaptive and supportive culture that enables employees to respond effectively to changes in technology and the work environment. The emergence of a digital organizational culture suggests that digital transformation involves not only technology adoption but also changes in organizational values, communication, leadership, and employee competencies. Organizations also need to strengthen employee engagement, sense of belonging, and job satisfaction, especially in hybrid and technology-mediated work environments. Furthermore, the growing attention to environmentally friendly behavior suggests that organizational culture can support sustainable practices among employees. Overall, organizations need to integrate digital transformation, employee development, organizational commitment, performance, and sustainability into management practices to support effective adaptation to a changing work environment.

Limitations

This study has several limitations that should be considered when interpreting the findings. First, this review relied solely on the Scopus database and covered publications from 2019 to 2026. Consequently, relevant studies indexed in other databases or published outside the selected period may have been overlooked. Future research could incorporate additional databases and broader publication periods to provide a more comprehensive overview of the literature. Second, this study primarily used bibliometric analysis with VOSviewer to identify

publication trends, keyword relationships, thematic clusters, and research directions. While this approach provides a general overview of the intellectual and thematic structure of the field, it may not fully capture the contextual and conceptual depth of individual studies. Therefore, future research could combine bibliometric analysis with qualitative content analysis or systematic thematic analysis. Finally, the findings demonstrate a growing interest in digital organizational culture, employee engagement, sustainability, and workplace change; however, these themes remain relatively diverse. Future research could examine these themes across industries, organizational contexts, and geographic regions to better understand how organizational culture adapts to digital transformation and emerging forms of work. Such research would strengthen the contextual understanding and practical relevance of organizational culture in a changing work environment.

4. CONCLUSION AND SUGGESTIONS

This systematic literature review demonstrates that organizational culture has become an increasingly important aspect of organizational transformation in response to digitalization and changes in the workplace. The findings demonstrate a clear increase in research attention, particularly during the 2023–2026 period, indicating that digital transformation, digital leadership, the digital workplace, artificial intelligence, and changing work patterns are increasingly becoming important areas of research. The analysis also confirms that organizational culture is not static, but rather continues to evolve in response to technological, organizational, and environmental changes. The bibliometric analysis identified five main thematic clusters: digital organizational culture and digital transformation; human interaction and technology-mediated work processes; organizational communication and virtual collaboration; organizational leadership and commitment; and employee outcomes and adaptation. These clusters demonstrate that digital transformation is not limited to technology adoption but also involves changes in organizational values, communication patterns, leadership practices, employee engagement, and work experiences. The keyword analysis further indicates that organizational culture remains a central concept, with strong relationships to organizational commitment, employee performance, employee engagement, job satisfaction, environmental behavior, and digital organizational culture. The emergence of a digital organizational culture is crucial because it reflects the transformation of organizational values, behaviors, communication, collaboration, and work practices as digital technologies increasingly integrate into the workplace. Overall, these findings suggest that organizations need to develop adaptive, innovative, and supportive cultures to effectively respond to the

changing work environment. Future research should further examine the relationships between digital organizational culture, artificial intelligence, hybrid work, employee experience, sustainability, and organizational performance across different sectors and geographic contexts. Integrating bibliometric analysis with qualitative or thematic analysis is also recommended to provide a deeper understanding of how organizational culture is transforming in the digital era.

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