



SYSTEMATIC LITERATURE REVIEW ON DIGITAL TRANSFORMATION IN THE ORGANIZATIONAL BUSINESS

TINJAUAN SISTEMATIS TERHADAP TRANSFORMASI DIGITAL DALAM BISNIS ORGANISASI

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Abstract

Digital transformation has become a crucial aspect of organizational strategies in various industries, including the business sector. This systematic literature review (SLR) focuses on understanding digital transformation within organizational business contexts. Through a systematic search of academic databases, The review explores key themes such as technological innovations, operational changes, customer-centric approaches, regulatory implications, and organizational adaptation. Technologies are driving significant changes, enabling organizations to streamline processes, enhance decision-making, and improve overall efficiency. Moreover, digital transformation is reshaping customer experiences, with personalized services and seamless interactions becoming essential for organizational success. Despite the benefits, organizations face challenges such as regulatory compliance, cybersecurity risks, and cultural resistance. By synthesizing existing research, this SLR aims to provide insights and guidance for organizations navigating the complexities of digital transformation in the organizational business landscape in the organizational business.

Keywords : Digital transformation, Organizational business, PRISMA, Technological innovations, Operational optimization, Literature Review.

Abstrak

Transformasi digital telah menjadi aspek penting dari strategi organisasi di berbagai industri, termasuk sektor bisnis. Tinjauan literatur sistematis (SLR) ini berfokus pada pemahaman transformasi digital dalam konteks bisnis organisasi. Melalui penelusuran sistematis dalam basis data akademik, tinjauan ini mengeksplorasi tema-tema utama seperti inovasi teknologi, perubahan operasional, pendekatan berpusat pada pelanggan, implikasi regulasi, dan adaptasi organisasi. Teknologi mendorong perubahan signifikan, memungkinkan organisasi untuk merampingkan proses, meningkatkan pengambilan keputusan, dan meningkatkan efisiensi secara keseluruhan. Selain itu, transformasi digital membentuk kembali pengalaman pelanggan, dengan layanan yang dipersonalisasi dan interaksi yang mulus menjadi



penting untuk keberhasilan organisasi. Meskipun ada manfaatnya, organisasi menghadapi tantangan seperti kepatuhan terhadap peraturan, risiko keamanan siber, dan resistensi budaya. Dengan mensintesis penelitian yang ada, SLR ini bertujuan untuk memberikan wawasan dan panduan bagi organisasi yang menghadapi kompleksitas transformasi digital dalam lanskap bisnis organisasi.

Kata Kunci : Transformasi digital, Bisnis organisasi, PRISMA, Inovasi teknologi, Optimasi operasional, Tinjauan pustaka.

1. INTRODUCTION

Digital transformation has become essential for organizations seeking to remain competitive in today's business environment. This systematic literature review (SLR) examines digital transformation in organizational business contexts to understand its key dimensions and strategic importance (Hanelt et al, 2021). Advances in digital technologies have transformed business processes, customer interactions, and competitive strategies, while also requiring changes in organizational culture, leadership, and employee skills (Klos et al, 2022). However, differing interpretations of digital transformation in the literature create fragmented insights, highlighting the need for a systematic synthesis of existing studies.

The literature on digital transformation covers technological change, operational improvement, customer-focused strategies, and regulatory issues. Research shows that digital transformation influences how organizations create and deliver value, while improving agility and innovation in response to market change (Westerman, 2021). Nevertheless, transformation outcomes differ due to variations in organizational readiness, leadership support, and digital capabilities. Therefore, a structured review is needed to integrate prior findings and clarify the managerial implications of digital transformation (Philipet al, 2021).

Technological innovation is a central driver of digital transformation. Technologies such as artificial intelligence (AI), the Internet of Things (IoT), blockchain, and cloud computing help organizations improve efficiency, automate processes, and support better decision-making (Papazafeiropoulou et al, 2020). Empirical studies indicate that combining AI and cloud computing, particularly in SMEs, enhances operational performance and data-driven practices. In addition, the joint use of blockchain, IoT, and cloud technologies supports innovation, transparency, and sustainable business models (Smith et al, 2021).

Digital transformation also requires organizational and human-centered change, not just technology adoption. Effective transformation depends on leadership commitment, employee involvement, continuous learning, and agile structures that support innovation (Thompson et al, 2022). Organizations must address challenges such as resistance to change, skill gaps, legacy systems, regulatory demands, cybersecurity risks, and evolving customer expectations through strong governance and change management (brown et al, 2021). Aligning technological, organizational, and customer perspectives increases the likelihood of achieving long-term competitiveness.



a. Systematic Literature Review

Systematic Literature Review (SLR) is a research method used to systematically identify, evaluate, and synthesize all relevant research findings related to a particular topic through structured, transparent, and replicable procedures. (Klos et al, 2022). Unlike conventional literature reviews, SLR follows a rigorous protocol that begins with the formulation of research questions, the definition of inclusion and exclusion criteria, the process of searching the literature in scholarly databases, and continues through to the stages of quality assessment and result analysis. This approach aims to minimize researcher bias and ensure that the conclusions drawn are based on strong and comprehensive scientific evidence. In the context of digital transformation, SLR plays an essential role in mapping research developments, identifying patterns of findings, and summarizing key factors that influence the success of organizational transformation. (Vial, 2019)

SLR serves as a solid foundation for building conceptual frameworks, identifying research gaps, and formulating future research agendas. By synthesizing findings from various empirical and conceptual studies, SLR enables researchers to gain a more holistic understanding of a phenomenon, including its dynamics, challenges, and practical implications within the context of organizational digital transformation (Krymov et al, 2019). Therefore, the use of SLR in this study is expected to provide significant theoretical contributions while also offering relevant guidance for practitioners and policymakers in designing sustainable and evidence-based digital transformation strategies.

b. Digital Business Transformation

The Digital business transformation refers to the strategic use of digital technologies to fundamentally change how an organization creates, delivers, and captures value. Rather than merely implementing new tools, it involves rethinking core business processes, organizational structures, and value propositions so that technology becomes embedded in the firm's operating logic. This transformation often targets improvements in efficiency and scalability, but its deeper aim is to enable new ways of serving customers and competing in digital markets (Eden et al, 2019).

At the organizational level, digital business transformation demands coordinated changes in people, processes, and technology (Hess et al, 2016). Successful programs combine investments in technological infrastructure (e.g., cloud, analytics, AI) with efforts to build leadership commitment, workforce capabilities, and governance mechanisms that support ongoing adaptation. In practice, firms that cultivate dynamic capabilities — the routines to sense opportunities, seize them, and reconfigure resources — are better positioned to translate digital initiatives into sustained performance gains (Schwarz Müller et al, 2018).

Finally, digital business transformation is both an outcome and a continuous journey: it produces measurable shifts (new business models, customer experiences, and ecosystem roles) while requiring iterative experimentation and learning. The literature emphasizes that maturity matters — outcomes depend on the depth of technology adoption and the strength of transformation management (culture, change processes, and governance) (Westerman, 2021).



As such, organizations should treat transformation as an integrated program linking strategic objectives, technology choices, and capability development rather than as isolated IT projects.

2. RESEARCH METHOD

This research uses a Systematic Literature Review (SLR) approach. Systematic Literature Review with PRISMA according is a term used to refer to research methodology or certain research and development carried out to collect and evaluate research related to a particular topic focus. (Gass et al, 2015)

The research followed the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) guidelines with the following stages:

a. Formulating Research Questions (RQ)

RQ1: What is the definition and concept of digital transformation in business organizations?

RQ2: What factors influence the success of an organization's digital transformation?

RQ3: What is the impact of digital transformation on organizational performance, innovation, and resilience?

RQ4: What are the most common challenges organizations face in their digital transformation process?

The literature search was conducted in four major international scientific databases:

- ✓ Google Scholar, Scopus, Web of Science, ScienceDirect & SpringerLink
- ✓ Timeframe: 2020–2025
- ✓ Language: English
- ✓ Number of Articles:
- ✓ Google Scholar: 1,240 articles, Scopus: 620 articles
- ✓ Web of Science: 480 articles, ScienceDirect & SpringerLink: 360 articles
- ✓ Total 2700 Articles.
- ✓ With keyword ("digital transformation" OR "digitalization") AND ("organization" OR "business" OR "enterprise") AND ("performance" OR "strategy" OR "innovation")

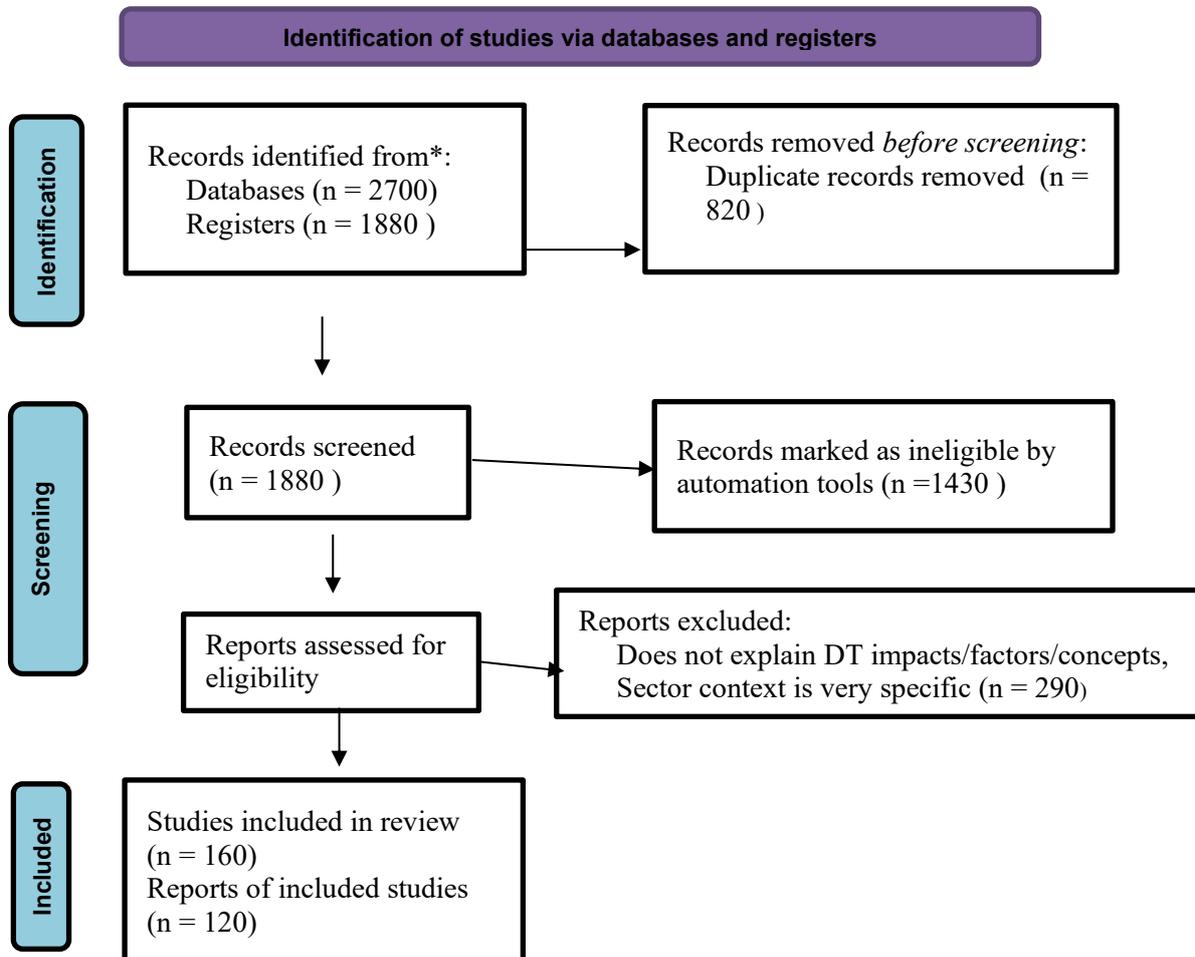


Figure I. Prisma Flow Diagram

Below are 120 articles that have been properly filtered and will then be analyzed using Thematic Analysis, Content Analysis, and Concept-based Categorization.

b. Thematic Analysis

Thematic analysis is used to:
Identify dominant thematic patterns, Synthesize findings across studies, Avoid simply descriptive summaries.

c. Analysis Process

Open coding - Identifying keywords and key concepts from each article (e.g., digital capability, leadership, agility).

Axial coding - Grouping codes into broad themes.

Theme validation - Themes are validated through repeated occurrence across studies.

d. Commonly Emerging Main Themes:

Digital transformation as strategic change, The role of leadership and organizational culture, Technology and business model integration, Organizational agility and resilience.



e. Content Analysis

Content analysis was used to:

Analyze the explicit content of articles, Calculate the frequency of concept occurrences, and objectively strengthen thematic analysis.

Articles were analyzed based on:

Definition of digital transformation, Key variables, Organizational outcomes

Examples of Content Categories:

Digital technology (AI, Big Data, Cloud), Organizational structure, Business model, Organizational performance

f. Article Grouping (Concept-Centric Approach)

- ✓ Based on Concept

Digital transformation as:

Strategy, Organizational processes, Business model transformation, New management paradigm

- ✓ Based on Factors (Drivers & Enablers)

Digital leadership, Digital capabilities, Organizational culture, Digital strategy, HR readiness. Based on Impact, Organizational performance, Innovation, Organizational agility, Organizational resilience, Competitive advantage.

3. RESULT AND DISCUSSION

a. Thematic Analysis

The results of the thematic analysis identified themes that consistently emerged in the digital transformation literature of business organizations.

1) Conceptualization of Digital Transformation

The literature generally views digital transformation as a comprehensive organizational change, not simply the implementation of digital technology. Digital transformation is positioned as a strategic process that impacts organizational structure, business models, work culture, and decision-making patterns. This finding confirms a paradigm shift from a technology-centric approach to an organization-centric approach.

2) Leadership and Digital Strategy

Digital leadership has emerged as a key factor in the success of digital transformation. Studies show that top management plays a crucial role in aligning digital vision with business objectives and managing resistance to change. Without strong leadership, digital transformation initiatives tend to be fragmented and unsustainable.

3) Digital Capabilities and Human Resource Readiness

Organizational digital capabilities, which encompass technological capabilities, data analytics, and the digital competencies of human resources, have been shown to significantly influence the success of digital transformation. Many studies highlight the digital skills gap as a key obstacle, particularly in small and medium-sized organizations.



4) Organizational Culture and Change

An adaptive organizational culture that supports continuous learning plays a critical role in accelerating the adoption of digital transformation. Conversely, a hierarchical and change-resistant culture often slows down the transformation process, even when the technology is readily available.

5) Innovation and Digital Business Model

Digital transformation drives business model innovation, including the emergence of digital platforms, data-driven services, and customer-centric value-added approaches. The literature shows that organizations that successfully leverage digital transformation tend to be able to create new value propositions and expand revenue streams.

6) Impact on Performance, Agility, and Resilience

Most studies report a positive impact of digital transformation on organizational performance, both in terms of operational efficiency, productivity, and financial performance. Furthermore, digital transformation also increases organizational agility and resilience, especially in the face of uncertain business environments and global crises.

b. Content Analysis

Table I. Content Analysis

No	Concept Category	Main Concept	Frequency (n)	Percentage (%)	Interpretation
1	Conceptual DT	Digital transformation as organizational change	92	76.7	DT is most often understood as comprehensive organizational change.
		Digital transformation as strategy	85	70.8	Digital strategy is the dominant focus of the literature
		Digitalization (operational focus)	61	50.8	There are still many studies that equate DT with digitalization.
2	Drivers	Digital leadership	78	65.0	Leadership is a critical factor in DT's success
		Digital capability	88	73.3	The organization's internal capabilities are very dominant
		Organizational culture	74	61.7	Adaptive culture has a significant influence
		Human resource readiness	69	57.5	Human resource readiness is a major issue
3	Digital Technology	Big Data & Analytics	67	55.8	The most frequently discussed data technology
		Artificial Intelligence (AI)	59	49.2	Focus increases in the 2023–2025 period
		Cloud computing	53	44.2	Seen as a key enabler of DT



		Internet of Things (IoT)	38	31.7	More often in the manufacturing sector
4	Organizational Impact	Organizational performance	83	69.2	The most dominant performance impact
		Innovation capability	76	63.3	DT drives sustainable innovation
		Organizational agility	72	60.0	DT increases organizational flexibility
		Organizational resilience	54	45.0	Topics on the rise post-pandemic
5	Business Model and Process	Business model innovation	70	58.3	DT drives business model change
		Process optimization	81	67.5	Process efficiency is the main outcome
6	Governance and Risk	Digital governance	49	40.8	Still relatively under-researched
		IT-business alignment	58	48.3	Alignment becomes a strategic issue
		Data security & privacy	42	35.0	Increased focus in recent studies
7	DT Challenge	Resistance to change	66	55.0	The most dominant non-technical barriers
		Skill gap	71	59.2	Lack of digital competency
		Technology complexity	47	39.2	System integration complexity

c. Selected Article Summary

Table 2. Selected Article Summary

No.	Author(s)	Year	Context / Sector	Research Method	Key Findings
1	Vial	2020	Multisector organizations	Conceptual review	Digital transformation is a comprehensive organizational change that involves strategy, structure, and culture, not just technology.
2	Warner & Wäger	2020	Large enterprises	Qualitative case study	Dynamic capabilities enable organizations to adapt continuously in the digital transformation process.
3	Gupta & George	2021	Various industries	Quantitative (survey)	Digital capabilities have a significant impact on organizational performance through agility.
4	Ciampi et al.	2021	Manufacturing & services	Systematic literature review	Digitalization increases organizational agility and competitiveness



5	Kane et al.	2021	Cross-industry	Mixed methods	Leadership and organizational culture are more important determinants of DT success than technology.
6	Morakanyane et al.	2022	Business organizations	Systematic literature review	Leadership and organizational culture are more important determinants of DT success than technology.
7	Hernández-Mogollón et al.	2023	SMEs	Systematic literature review	The success of DT in SMEs is influenced by leadership, digital capabilities, and HR readiness.
8	Plekhanov et al.	2023	Large corporations	Bibliometric & review study	DT literature has grown rapidly post-2020 with a focus on innovation and performance.
9	Paul & Criado	2024	Multidisciplinary	Systematic literature review	Digital transformation is multidisciplinary and requires the integration of management and technology perspectives.
10	Pereira & Lecuna	2024	SMEs	Systematic literature review	The main challenges of DT are limited resources and digital competency gaps.
11	Zhang & Wang	2024	Corporate finance	Systematic review	DT has a positive impact on financial performance and company value
12	Zhao & Zhang	2025	SMEs	Quantitative (SEM)	DT increases organizational resilience through learning and innovation
13	Kim & Lee	2024	Marketing & services	Systematic literature review	Digital transformation is changing marketing strategies and customer interactions.
14	Calderon-Monge & Ribeiro-Soriano	2023	SMEs	Meta-analysis	DT contributes significantly to business performance and sustainability
15	Matt, Hess & Benlian	2021	Business strategy	Conceptual paper	Digital strategy must be integrated with business strategy to create value.

Content analysis shows that the most frequently appearing concepts in the literature are digital capability, digital leadership, and organizational performance. Technologies such as Big



Data Analytics, Artificial Intelligence, and Cloud Computing are frequently discussed as key enablers of digital transformation, although the literature emphasizes that these technologies are only effective when supported by appropriate strategy and governance.

Conversely, aspects of digital governance, data security, and digital ethics are relatively rarely discussed, indicating a significant research gap. This finding reinforces the argument that digital transformation research still focuses more on benefits and positive impacts, rather than risks and their management mechanisms.

d. Concept-Centric Matrix

Table 3. Concept-Centric Matrix

No	Konsep Inti	Definition / Concept Focus	Main Dimensions	Key Literature Findings (2020–2025)	Organizational Implications
1	Digital Transformation	Digital technology-based organizational change process	Strategy, process, structure, culture	DT is understood as a comprehensive organizational transformation, not just digitalization.	It requires a long-term and holistic approach
2	Digital Strategy	Aligning digital technology with business goals	IT–business alignment, roadmap digital	Integrated digital strategy enhances DT success	Strategy must be led by top management
3	Digital Leadership	The role of leadership in directing and managing DT	Vision digital, change leadership	Strong leadership is a critical factor for DT's success	Need digital leadership competencies
4	Digital Capabilities	The organization's ability to manage technology and data	IT capability, data analytics, AI capability	Digital capabilities have a direct impact on performance and innovation	Investment in technology & competencies
5	Digital Organizational Culture	Values and norms that support digital change	Learning culture, openness, agility	Adaptive culture accelerates DT adoption	Change management becomes crucial
6	Human Resources	HR readiness in digital transformation	Digital skills, reskilling, mindset	Competency gap is the main obstacle to DT	Continuous training program
7	Business Model Innovation	Changing the way organizations create value	Platform business, servitization	DT drives digital business model innovation	Organizations need strategic flexibility



8	Organizational Agility	Ability to respond to environmental changes	Responsiveness, flexibility	Ability to respond to environmental changes	Long-term competitive advantage
9	Organizational Performance	Impact of DT on business results	Efficiency, productivity, financial	The majority of studies show a positive impact of DT	Data-driven performance evaluation
10	Organizational Resilience	Ability to survive and recover from a crisis	Risk management, sustainability	DT strengthens post-pandemic resilience	DT as a sustainability strategy
11	Digital Technology	Technology as a DT enabler	AI, Big Data, Cloud, IoT	Technology acts as a facilitator, not a goal	Need for technology selection based on needs
12	Digital Governance	DT control and supervision mechanism	Digital governance, policy, control	Lack of governance hampers the sustainability of DT	Need a digital governance framework
13	Digital Security and Risk	Risks arising from DT	Cybersecurity, data privacy	Security aspects are still under-researched	Further research opportunities
14	Transformation Challenges	Barriers to DT implementation	Resistance, skill gap, complexity	The dominant obstacle comes from human factors	Focus on change management

The concept-centric matrix-based synthesis shows that digital transformation is a multidimensional phenomenon involving the interaction of strategy, technology, organizational structure, and human factors. While there is consensus on the importance of digital capabilities and leadership, there is still variation in how the literature defines and measures the success of digital transformation.

Based on the synthesis results, several key research gaps were identified:

- ✓ A lack of longitudinal studies examining the long-term impact of digital transformation.
- ✓ Limited research in developing country contexts and non-technology sectors.
- ✓ Lack of in-depth exploration of digital governance, data security, and ethical implications. discipline and adequate disclosure are present, thereby strengthening their confidence in formal financial products.

4. CONCLUSION

This study aims to synthesize the scientific literature on digital transformation in business organizations through a systematic literature review approach. Based on an analysis of 120



selected articles published between 2020 and 2025, this study concludes that digital transformation is a strategic, evolutionary, and multidimensional organizational change process. The results show that the success of digital transformation is determined more by organizational and human factors—such as leadership, culture, and digital capabilities—than by technology alone. Digital transformation has been shown to have a positive impact on organizational performance, innovation, agility, and resilience, especially in the face of a dynamic business environment.

a. Theoretical Implications

Theoretically, this study contributes by providing a comprehensive conceptual synthesis of digital transformation in the context of business organizations. By integrating thematic analysis, content analysis, and a concept-centric approach, this study helps clarify the concept, drivers, and impact of digital transformation, while reducing the fragmentation of the existing literature.

b. Managerial Implications

For practitioners and managers, the findings of this study confirm that digital transformation cannot be treated as a mere technology project. Organizations need to develop an integrated digital strategy, strengthen digital leadership, and invest in human resource competency development. Furthermore, attention to governance and change management is key to ensuring the sustainability of digital transformation.

c. Limitations and Future Research

This research has several limitations. First, it is limited to English-language articles and a specific publication period. Second, this research is a literature synthesis and therefore does not involve direct empirical testing. Therefore, future research is recommended to conduct longitudinal empirical studies, expand the geographic context and industry sectors, and explore aspects of governance, security, and ethics in digital transformation.

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