

## THE TRANSFORMATION OF ORGANIZATIONAL CULTURE IN PROMOTING THE ADOPTION OF SUSTAINABLE DIGITAL PRACTICES IN SMES: A SYSTEMATIC LITERATURE REVIEW AND META-ANALYSIS



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### Abstract

This study aims to explore the impact of organizational culture on the adoption of sustainable digital practices in small and medium sized enterprises (SMEs) and to compare these practices with traditional sustainability approaches. Using a systematic literature review (SLR) and meta-analysis approach, this research identifies and synthesizes findings from various relevant studies, providing an in-depth understanding of the relationship between organizational culture and digital transformation. The findings indicate that an organizational culture that supports innovation and collaboration plays a crucial role in enhancing SMEs' ability to adopt digital technologies, which in turn improves their sustainability and competitiveness in the market. The practical implications of this study include recommendations for SMEs to develop an adaptive and responsive organizational culture toward technological changes. This can be achieved through employee training, digital skill development, and the creation of a work environment that fosters participation and creativity. The study highlights the importance of integrating cultural and technological aspects within digital transformation strategies, which can strengthen SMEs' positioning in facing global challenges. This research provides an original contribution by addressing the gap in the literature regarding the relationship between organizational culture and sustainable digital practices, particularly in the context of SMEs. Thus, it not only enhances academic understanding but also offers practical guidance for business practitioners to optimize their digital transformation efforts.

**Keywords:** Organizational Culture, Adoption of Digital Practices, Sustainability, SMEs, Systematic Literature Review

## INTRODUCTION

The adoption of sustainable digital practices has become crucial for small and medium-sized enterprises (SMEs) to enhance their competitiveness and survive in the digital era. Digital marketing enables SMEs to expand market reach, increase sales, and improve operational efficiency (Sifwah et al., 2024). Digital business transformation provides a deeper understanding of consumer preferences, allowing for more specific market segmentation and cost-efficient marketing (Puji Pramesti et al., 2021). Furthermore, digital transformation facilitates the development of new business models and enhances operational efficiency (Ciccarino & Silva, 2022). Market orientation, innovation, and entrepreneurial orientation significantly influence marketing performance, both directly and indirectly, through competitive advantage (Singhs et al., 2024). The implementation of e-commerce can expand the market reach of SMEs beyond spatial and temporal limitations, thereby increasing potential sales (Kasmi et al., 2015). However, many SMEs still face challenges in adopting digital technologies due to limited resources and readiness (Sifwah et al., 2024).

Therefore, capacity-building initiatives and support systems are essential to help SMEs optimize the use of digital technologies in their marketing and sales activities. Mentorship and training programs can assist SMEs in understanding the importance of digital marketing and implementing it effectively (Agustino et al., 2022). In addition to mentoring, performance capacity enhancement through digital technology optimization is believed to positively impact SME sustainability (Yorry Hardayani et al., 2023).

Organizational culture significantly influences employee performance, as demonstrated in service companies where it affects the quality of service performance (Utami et al., 2020). Within corporate environments, organizational culture positively impacts employee performance through organizational commitment (Tjendana, 2022). Similarly, in educational institutions, organizational culture together with leadership and teacher competence affects teacher performance, with job satisfaction serving as a mediating factor (Nyoto et al., 2023). The interaction between organizational culture and business practices is further illustrated in manufacturing and service industries, where cultural contexts shape company performance through management control systems (Sawitri, 2012). Collectively, these studies emphasize the vital role of organizational culture in shaping performance outcomes across various organizational settings.

This study highlights the significance of digital transformation and organizational culture in business success. Digital transformation fundamentally changes how businesses operate, learn, and grow (McCausland, 2021). It requires employees to possess digital literacy skills to effectively use and evaluate digital tools (Arnaud et al., 2024). However, many existing digital maturity models provide an incomplete picture, often overlooking cultural attributes and transformational capabilities (Teichert, 2019). Organizational culture plays a critical role in shaping employee performance and organizational commitment. A study of Indonesian employees found that organizational culture has a significant impact on both organizational commitment and employee performance (Tjendana, 2022). Despite the recognized importance of cultural factors, there remains a gap in understanding how organizational culture influences the adoption of sustainable digital practices, particularly among SMEs. Many previous studies have focused primarily on the technical aspects of digital transformation while neglecting the underlying cultural dimensions (McCausland, 2021; Teichert, 2019).

This study systematically reviews and synthesizes literature, offering insights into the impact of organizational culture on the adoption of sustainable digital practices in small and medium-sized enterprises (SMEs), as well as comparing them with traditional sustainability practices. The study comprehensively examines several Scopus indexed articles published between 2018 and 2024 using a systematic literature review and meta analysis approach. The research question guiding this review is as follows:

**Research Question (RQ):**

What is the impact of organizational culture on the adoption of sustainable digital practices in SMEs, and how does it compare to traditional sustainability practices? The subsequent sections of this study include a detailed literature review, an in depth description of the methodology used, presentation of results, discussion, suggestions for future research, theoretical and practical implications, conclusions, and limitations.

## **REVIEW OF LITERATURE**

### **The Concept of Organizational Culture and Digital Transformation**

Organizational culture is a set of norms, values, beliefs, and attitudes that guide the actions of all members of an organization and have a significant impact on employee behavior (Edgar H. Schein, 1992). Supporting Schein's perspective, organizational culture is also considered as the values, protocols, beliefs, and fundamental assumptions held by organizational members, strongly supported by the organization's structure and core principles (Denison et al., 2014). Denison and Mishra further clarified that organizational culture comprises four key characteristics: involvement, consistency, adaptability, and mission (Daniel R. & Aneil K., 1995). Most organizational cultures can be described as shared characteristics among individuals within an organization (Denison et al., 2014; Yilmaz & Sunbul, 2009). Examples of these shared characteristics include beliefs, values, behavioral norms, customs, rituals, and ways of understanding (Abdalla et al., 2020). Therefore, organizational culture serves as a lens through which an organization can be viewed and analyzed (Parmelli et al., 2011).

Organizational culture is a crucial aspect of organizational performance, defined as a shared perception of work practices within an organizational unit (Berg & Wilderom, 2004). Several dimensions of organizational culture include autonomy, external orientation, interdepartmental coordination, human resource orientation, and improvement orientation. Organizational culture has a significant relationship with employee performance (Tjendana, 2022; Utami et al., 2020) and organizational commitment (Tjendana, 2022). The socialization of organizational culture is essential to strengthen organizational values through three stages: pre-arrival, encounter, and metamorphosis (Farihanto, 2015). Research indicates that a strong organizational culture can enhance employee performance and service quality (Utami et al., 2020). Therefore, organizations must pay attention to employee performance indicators and engage in cultural socialization to create an effective work environment.

Digital transformation is a technology-driven business growth factor encompassing the expansion of business activities and the enhancement of operational efficiency (Tang, 2021). It is the process through which an organization undergoes internal and external changes by leveraging digital technology to become more agile, optimized, and efficient in its business operations (Gaur, 2020). Furthermore, digital transformation involves

organizations utilizing technology to improve performance, reach, and outcomes (Geada, 2021). Organizational and business digital transformation relies on cloud-based computing services to enhance scalability, flexibility, and cost effectiveness serving as key enablers of product and process transformation (Mydyti et al., 2020). The adaptation process to digitalization is continuous and requires a holistic approach that transforms the organization through new methods to improve performance, capabilities, and competitiveness, thereby fostering new business models (Pihir et al., 2018).

Organizations can master digital transformation through the development of specific organizational capabilities that evolve throughout the transformation process (Konopik et al., 2022). The impact of digital transformation is particularly evident in sectors such as energy, where it enhances efficiency, reduces costs, and improves customer experience (Nazari & Musilek, 2023). However, challenges such as cybersecurity issues and workforce displacement must be addressed (Nazari & Musilek, 2023). Understanding digital transformation requires consideration of its cultural interactions across business, society, and technology, as well as its drivers and evolution over time (Veldhoven & Vanthienen, 2022). The success of digital transformation depends on aligning technology and culture to create the digital mindset required for adopting and accelerating technological changes (Forsythe & Rafoth, 2022). An integrated approach that considers influencing factors, structural components, digital competencies, and information technology is essential for effective organizational cultural transformation (Trushkina et al., 2020).

Digital transformation represents a fundamental change in how organizations operate, influencing both culture and performance (Forsythe & Rafoth, 2022; Trushkina et al., 2020). An effective digital organizational culture requires a shift in mindset, not merely the implementation of technology (Forsythe & Rafoth, 2022). The key drivers of digital transformation include adaptability, mission, consistency, and employee engagement (Trushkina et al., 2020). However, barriers such as personnel, information, organizational, marketing, educational, technological, and financial challenges persist (Trushkina et al., 2020). Digitalization differs from digitization in that digitalization involves broader changes in business processes (Ciccarino & Silva, 2022). Although digital organizational culture can enhance digital strategy and performance, business digitalization does not always significantly affect the core values of digital organizational culture (Pradana et al., 2022). Therefore, successful digital transformation requires a holistic approach that integrates both technology and organizational culture.

### **The Concept of Sustainability and Digital Practices**

Sustainability and digital practices in business encompass the transformation of traditional models through digital technology to achieve sustainable development goals. Digital transformation fundamentally changes the way businesses operate, learn, and grow (Ciccarino & Silva, 2022). It involves the digitalization of processes to enhance efficiency and develop new business models (Bican & Brem, 2020). The concept of digital business sustainability goes beyond mere digitalization; it encompasses digital readiness, technology, and business models, all moderated by the digital transformation process (Bican & Brem, 2020). This transformation has both intended and unintended consequences for sustainable development (Bohnsack et al., 2022). As digital businesses evolve, new technologies continue to disrupt traditional models and create opportunities for innovation (Balan et al., 2019). The shift toward digital sustainability requires businesses to adapt to an omnichannel

context, where each business unit has the potential to become a technology-driven startup (Balan et al., 2019).

Digital adoption provides significant benefits for businesses, particularly SMEs, including enhanced economic sustainability, social value creation, and improved performance (Kurniasari et al., 2023; Vrontis et al., 2022). It enables better business models, reduces the impact of external crises, and facilitates access to global markets (Alfarizi et al., 2024; Vrontis et al., 2022). However, businesses face challenges in digital adoption, such as limited infrastructure, financial risks, and low levels of digitalization (Alfarizi et al., 2024; Kurniasari et al., 2023). To overcome these challenges, businesses can focus on developing a digital mindset, integrating technologies such as Big Data and the Internet of Things (IoT), and collaborating with external stakeholders (Alfarizi et al., 2024). Financial literacy and accessibility play an essential role in supporting digital adoption (Kurniasari et al., 2023). For women entrepreneurs, digital participation through online applications has improved customer relationships and business transformation (Omar et al., 2019). Overall, digital adoption is vital for business advancement and sustainability in the modern economy.

### **Comparison Between Traditional and Digital Business Sustainability**

Traditional businesses, such as SMEs in the Indonesian market, face challenges in adopting digital technologies due to financial constraints and low levels of technological literacy (Kurniasari et al., 2023). However, digital adoption can significantly enhance business performance and sustainability (Kurniasari et al., 2023; Yasa et al., 2024). Traditional organizations implementing digital transformation initiatives benefit from structured approaches reflected in conceptual frameworks derived from case studies (Loonam et al., 2018). The integration of traditional values such as the Tri Hita Karana philosophy with digital strategies can enhance sustainable business performance (Yasa et al., 2024). Although digital transformation presents growth opportunities, there remains a lack of alignment between industry-based and academic research in this area (Nwaiwu, 2018). Overall, these studies highlight the importance of balancing traditional practices with digital adoption to achieve long term business sustainability.

Information technology plays a crucial role in enhancing sustainable business practices. Strategic information system planning using Enterprise Architecture Planning (EAP) can improve business process effectiveness and strengthen a company's competitive advantage (Robo et al., 2018). Technological innovation positively affects environmental sustainability practices and SME performance, with management and employee participation in environmental protection improving corporate image (Chege & Wang, 2020). In agribusiness, environmentally friendly technology packages enhance economic performance and sustainability by promoting efficient use of agrochemicals and water resources (Mariyono, 2020). Internal performance evaluation using information technology such as audits conducted under the COBIT 4.1 framework can help maintain employee skills and motivation, both of which are essential for business sustainability (Dwiki Cahyo Yudiantoro et al., 2021).

## **RESEARCH METHOD**

### **Research Design**

The research design employed in this study adopts a Systematic Literature Review (SLR) and meta-analysis approach, aiming to explore the impact of organizational culture on

the adoption of sustainable digital practices in Small and Medium Enterprises (SMEs). This approach enables the identification, evaluation, and synthesis of findings from various empirical and qualitative studies, providing a comprehensive understanding of the relationships among the investigated variables.

The Systematic Literature Review (SLR) is a structured method for analyzing existing research within a particular field. It involves a rigorous process of searching, assessing, synthesizing, and analyzing literature (Mengist et al., 2020). The PRISMA framework, which includes six stages from protocol development to reporting results offers a comprehensive approach to conducting SLRs (Mengist et al., 2020). Quality assessment is crucial in SLRs to ensure the reliability and validity of the findings (Okesola et al., 2024).

Following the SLR, the Meta-analysis (PRISMA) serves as a systematic approach to quantitatively synthesizing the results of multiple studies, providing a powerful tool for evidence-based research (Jain et al., 2012). It involves a structured process including hypothesis formulation, literature search, data extraction, and effect size calculation (Jain et al., 2012). Moreover, meta-analysis allows researchers to explore variability among study outcomes, which is essential for understanding contextual or moderating factors that may influence the relationship between organizational culture and digital practices.

### Literature Search Protocol

In the literature search process, the researcher followed several steps, including:

#### Step 1:

The initial step involved selecting **five sample articles** related to the topic of “*Organizational Culture.*” The researcher formulated the research question and objectives using the **PICOS framework** (Population, Intervention, Comparison, Outcome, Study design), as follows:

**Table 1.**  
**PICOS Framework**

<b>Component</b>	<b>Description</b>
<i>P (Population)</i>	Small and Medium Enterprises (SMEs)
<i>I (Intervention)</i>	Organizational culture change to promote the adoption of sustainable digital practices
<i>C (Comparison)</i>	Adoption of traditional sustainability practices without significant digital integration
<i>O (Outcome)</i>	Level of sustainability performance and more effective business development
<i>S (Study Design)</i>	Systematic review and meta-analysis of empirical and qualitative studies

#### Step 2:

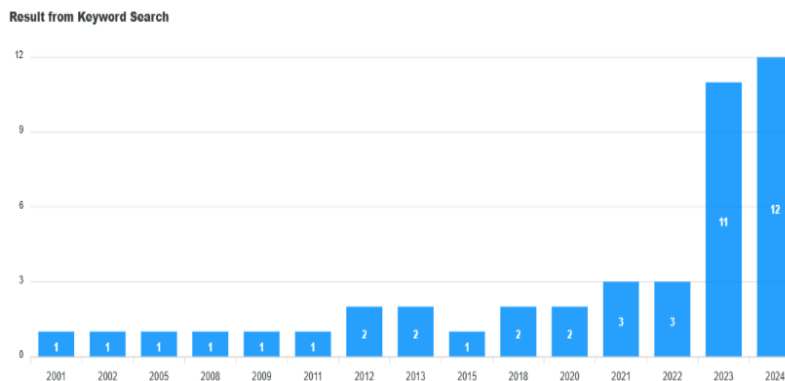
The second step involves determining the eligibility criteria, which include inclusion and exclusion criteria. The researcher presents the criteria as follows:

**Table 2.**  
**Inclusion and Exclusion Criteria**

Inclusion	Exclusion
Empirical studies discussing organizational culture, sustainable digital practices, or traditional sustainability in SMEs.	Articles focusing solely on large corporations and not SMEs.
Articles published in peer-reviewed journals indexed in Scopus Q1–Q4.	Studies discussing only technological aspects without considering cultural factors.
Publications written in English.	Articles written in Indonesian.
Studies published within the last seven years (e.g., 2018–2024) to capture the most recent developments in the field.	Opinion papers, editorial articles, and theoretical studies without empirical data.
Studies involving relevant qualitative or quantitative data.	—

**Step 3:**

In the next step, the researcher conducted an article search for this study using the Watase UAKE Tools by entering the keywords “Organizational Culture” AND “Sustainability” AND “Digital Practices” in the search column. The researcher then filtered the database to set the search limitations, restricting publications from 2001 to 2024, resulting in a total of 44 articles found.

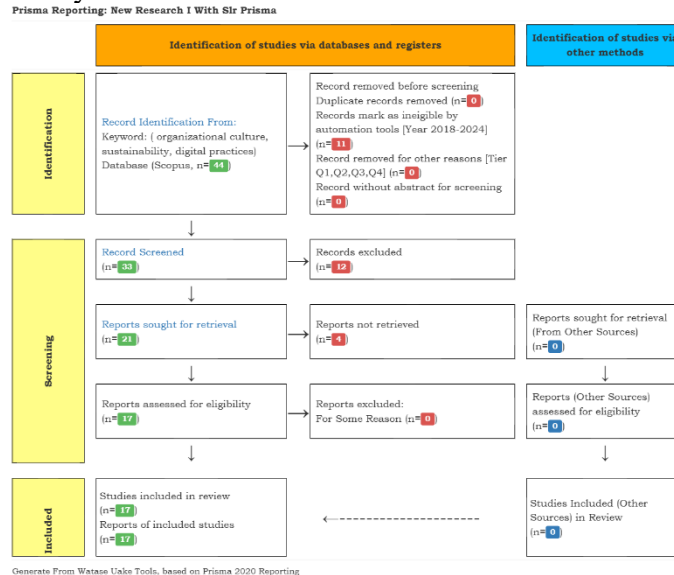


**Figure 1.**  
**Keyword Article Result Diagram**

**Data Collection Procedure**

The article selection process was carried out based on the predetermined inclusion and exclusion criteria. At this stage, data collection was conducted using the PRISMA model (Preferred Reporting Items for Systematic Reviews and Meta-Analyses). PRISMA is designed to document and report the article selection process in a systematic, transparent, and replicable manner. The PRISMA steps include initial identification, screening, eligibility assessment, inclusion, and exclusion of articles. In the initial stage, the researcher reviewed the titles and abstracts to ensure the relevance of each article. Irrelevant or duplicate articles were removed at this stage. Subsequently, the articles that passed the initial screening were

examined in greater detail by reviewing the full text, focusing particularly on the methodology, results, and discussion sections. Articles that met the inclusion criteria were then included in the analysis.



**Figure 2.**  
**PRISMA Diagram**

Based on Figure 2 above (PRISMA Diagram), the article selection process began from the identification stage to the inclusion stage in a highly detailed and systematic manner. The following is a complete explanation of each stage:

### Identification

At this stage, articles were searched using relevant keywords: organizational culture, sustainability, and digital practices. The search was conducted through the Scopus database, resulting in a total of 44 identified articles. An initial screening was then performed to remove articles that did not meet the criteria. In this stage, no articles were removed due to duplication; however, 11 articles were excluded based on automated filtering tools, such as publication year range (2018–2024). Moreover, no articles were removed for being published outside the Q1–Q4 journal categories or for lacking abstracts. After this initial filtering, 33 articles remained for the next screening process.

### Screening

During the screening stage, the remaining 33 articles were further reviewed to ensure their compliance with the predefined inclusion criteria. From this process, 12 articles were excluded for being irrelevant or not meeting the inclusion standards. After this screening, 21 articles were selected for full-text retrieval. However, among these, 4 articles could not be accessed due to limited availability or other technical constraints.

### Eligibility Assessment

At the eligibility stage, the 17 successfully retrieved articles were further evaluated to determine whether they qualified for inclusion in the systematic review. In this process, no articles were excluded, and all 17 articles were confirmed to meet the eligibility criteria. Additionally, no new articles were obtained from other sources during this stage.

## Inclusion

In the final inclusion stage, all 17 eligible articles were incorporated into the systematic literature review (SLR). No additional articles from external sources were included, resulting in a final total of 17 analyzed articles.

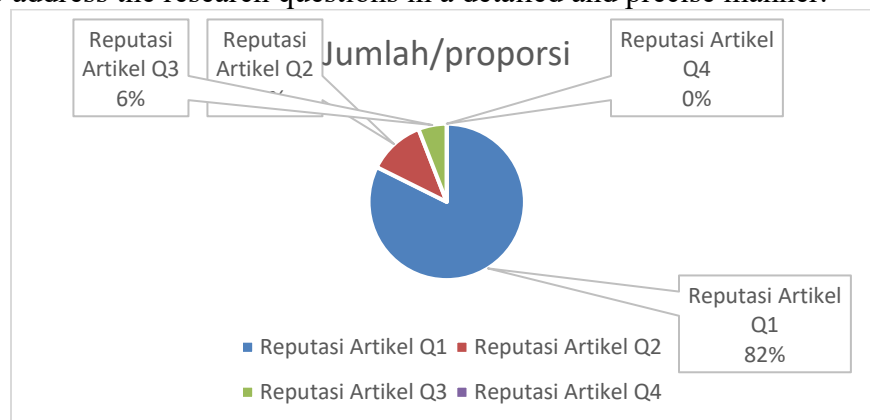
## Summary

Overall, from the 44 articles initially identified, only 17 articles successfully passed all stages and were included in the final review. The PRISMA diagram illustrates a rigorous and transparent selection process to ensure that only relevant and high-quality studies were used in the analysis. This process, which includes identification, screening, eligibility assessment, and inclusion, ensures that the systematic review is based on valid and contextually relevant data related to organizational culture, sustainability, and digital practices.

## RESULTS AND DISCUSSION

### Literature Description

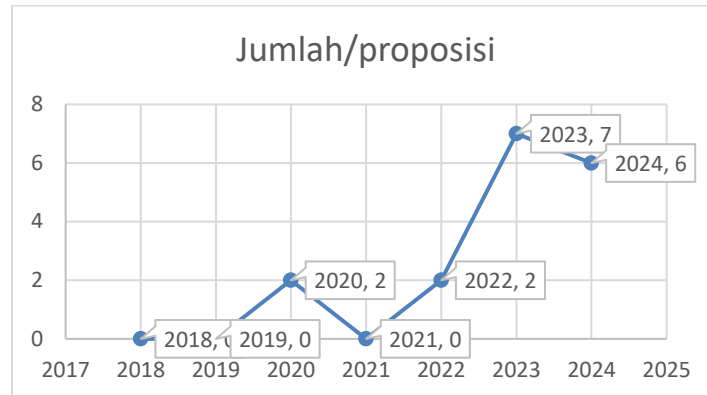
The results of this study are organized based on the need to answer the formulated research questions. The findings from the literature review are presented in the form of data summarizing the reviewed articles, categorized by journal reputation, year of publication, geographical region, and field of study focus. Based on the application of the PRISMA method in selecting relevant articles, a total of 17 articles from various international Scopus-indexed journals (Q1–Q4) were selected. These will be presented in the form of tables, diagrams, or figures to facilitate the interpretation process. Furthermore, a critical analysis is provided to address the research questions in a detailed and precise manner.



**Figure 3.**  
**Diagram of the Number/Proportion of Article Reputation**

In Figure 3, the diagram illustrates the distribution of articles based on the reputation of the journals in which they were published, categorized by quartiles (Q1, Q2, Q3, and Q4). Q1 represents journals with the highest reputation, followed by Q2, Q3, and Q4. Based on the diagram, it can be observed that most of the reviewed articles come from Q1 journals, accounting for 82% of the total articles. This indicates that the majority of the sources used in the study are derived from highly credible journals. Articles from Q2 and Q3 journals contribute much less, at 12% and 6%, respectively, while no articles originate from Q4

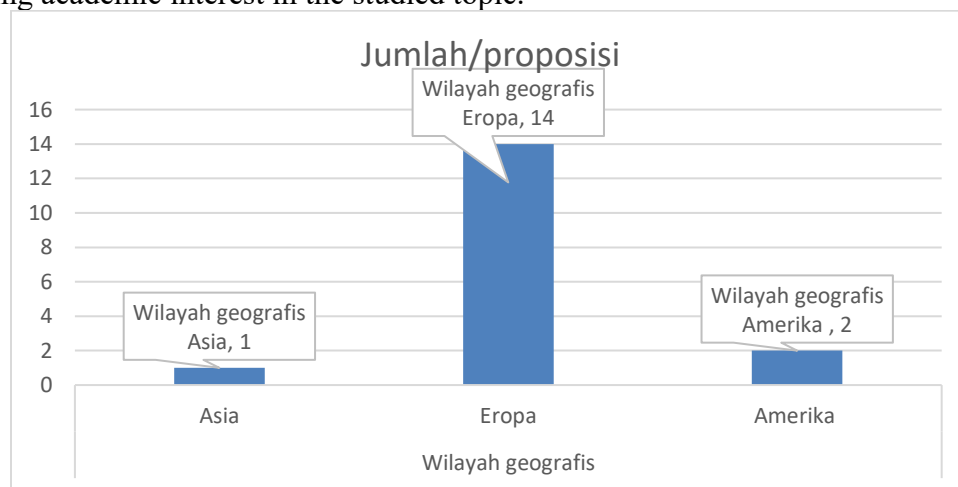
journals. Thus, this diagram reflects a high-quality article selection process, emphasizing sources from reputable journals, which significantly enhances the credibility and overall quality of the literature review results.



**Figure 4.**  
**Diagram of the Number/Proportion of Publication Years**

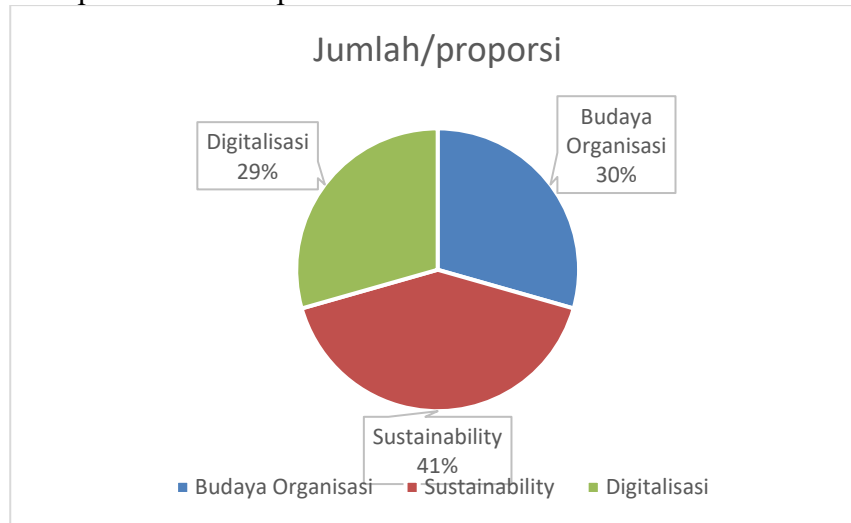
In Figure 4, the bar chart illustrates the number of articles published each year. The vertical axis represents the number of articles, while the horizontal axis shows the publication years. Each bar corresponds to the number of articles published in a specific year.

No articles were published in 2018 and 2019. In 2020 and 2022, two articles were published each year, indicating a growing research interest in this topic compared to previous years. A significant increase occurred in 2023, with seven articles published, demonstrating a substantial rise in research activity during that period. In 2024, the number of publications slightly decreased compared to the previous year, with six articles. However, this figure remains relatively high compared to earlier years. Overall, the bar chart reveals an upward trend in the number of published articles over time, particularly since 2020, indicating increasing academic interest in the studied topic.



**Figure 5.**  
**Diagram of the Number/Proportion by Geographical Region**

In Figure 4, the displayed bar chart illustrates the geographical distribution of the 17 articles analyzed. On the X-axis, geographical regions such as Asia, Europe, and America are represented, while the Y-axis indicates the number of articles originating from each region. From the chart, it can be concluded that the majority of the articles 14 in total come from Europe, indicating that this region contributes significantly to the research in this field. In contrast, only 2 articles originate from America, which is considerably fewer compared to Europe. Meanwhile, Asia contributes just 1 article, making it the least represented region among the three. Overall, this study tends to focus more on literature from Europe, which may be due to several factors, one of which is the greater availability of relevant research publications on the topic within European countries.



**Figure 6.**  
**Diagram of the Number/Proportion by Topic Distribution**

In Figure 4, the pie chart illustrates the distribution of topics discussed across the 17 reviewed articles, with each segment representing the percentage of articles covering a specific topic. From the chart, it can be seen that Sustainability stands out as the most frequently discussed topic, contributing 41% of the total. This indicates that sustainability issues are a primary concern in the reviewed studies. The second most discussed topic is Organizational Culture, accounting for 30%, reflecting the importance of organizational aspects in these studies. Meanwhile, Digitalization, although having a slightly smaller share of 29%, remains an essential component that cannot be overlooked.

Overall, this chart shows that the research covers a diverse range of topics, with sustainability and organizational management being the two most prominent themes, while digitalization remains a relevant aspect despite its smaller proportion. These findings suggest that although sustainability dominates, organizational management and digitalization also contribute significantly to the overall research focus. The main trends in studies related to organizational culture, digital adoption, and sustainability performance reveal a strong emphasis on several highly relevant topics in today's business environment. Overall, the literature used in this study is largely derived from European sources, likely due to the greater availability of publications on these themes from European countries. Among the 17 analyzed articles, sustainability emerges as the most prominent topic, contributing 41%, indicating

growing attention toward sustainability in research focusing on how organizations operate more responsibly toward environmental and social dimensions.

Organizational culture also appears as a significant theme, contributing 30%, showing that internal organizational aspects such as values, norms, and practices play a crucial role in shaping organizational direction and success. A culture that supports both sustainability and digital transformation is an essential factor in modern organizational contexts. Meanwhile, although digitalization accounts for a slightly smaller share (29%), it remains an indispensable component of organizational strategy, enhancing efficiency and ensuring operational sustainability. Overall, while sustainability dominates, this study highlights the significant roles of organizational culture and digitalization. The interconnection among these three topics creates an insightful perspective on how companies should manage cultural values that support sustainability while leveraging digital technologies to enhance performance.

### **Organizational Culture and Digital Transformation**

Organizational culture plays a vital role in shaping how companies adapt to digital transformation. The interaction between these two elements is essential for fostering innovation and maintaining competitiveness in the digital era. The impact of organizational culture on digital transformation includes cultural adaptability, employee engagement, and resistance to change.

#### **Cultural Adaptability**

Cultural adaptability is a crucial process for effective change management and performance improvement. It involves adjusting perceptions, evaluations, implementation, and learning processes within the organization (Berkhout, 2012). Successful adaptation requires aligning human resource management activities with desired organizational values and behaviors (Stacho et al., 2017). Based on the reviewed literature, organizations with flexible cultures are more likely to succeed in adopting new technologies, as they can better accommodate the changes brought about by digital transformation (Ahmad et al., 2024).

#### **Employee Engagement**

Employee engagement within an organization's culture is a critical factor influencing performance and competitive advantage. Servant leadership and a positive organizational culture can enhance employee engagement (Elistia et al., 2021). Thus, employee engagement can be defined as active participation in organizational values, norms, and practices that promote performance, commitment, and positive behaviors beyond formal job duties. Based on the reviewed literature, a strong organizational culture that encourages engagement can improve the effectiveness of digital initiatives, leading to increased performance and innovation (Rodríguez-González et al., 2023; Trushkina et al., 2020).

#### **Resistance to Change**

Resistance to organizational change especially regarding technological and cultural shifts represents a major challenge for modern organizations. Communication barriers and attitudinal factors have been identified as primary obstacles to cultural change (Bravo Rojas et al., 2021). Cultural understanding and community-based values within organizations can be sources of resistance, particularly when implementing professional, design-oriented organizational models (Danışman, 2010). According to the reviewed literature, cultural clashes can hinder the success of digital technology implementation, highlighting the need

for a culture that supports digital initiatives (Ahmad et al., 2024; Rodríguez-González et al., 2023).

One of the key supports for digital transformation is Digital Culture Integration, where organizations must focus on developing a digital organizational culture aligned with their transformation strategies to enhance performance and overall resilience (Rodríguez-González et al., 2023). Additionally, Continuous Learning is essential organizations should cultivate a culture of lifelong learning and knowledge sharing to thrive in rapidly changing digital landscapes (Rodríguez-González et al., 2023). In conclusion, aligning organizational culture with digital transformation efforts is crucial for achieving sustainable competitive advantage in today's business environment.

### **Adoption of Sustainable vs. Traditional Digital Practices**

Digital transformation presents significant challenges for traditional organizations. Although sustainable digital practices can be assessed across various dimensions such as content, technology, preservation, and promotion (Wut et al., 2021), traditional organizations often struggle to achieve digital transformation independently due to limited understanding of digitalization (Siachou et al., 2021).

Based on the literature review conducted by the researcher, sustainable digital practices—often associated with Industry 4.0 (I4.0)—focus on utilizing technology to enhance operational efficiency and reduce environmental impact. In this context, sustainability is not only viewed in terms of profitability but also encompasses social and environmental responsibility (Caiado et al., 2024). Thus, digital organizations tend to be more responsive to market changes and capable of internalizing external innovations, enabling them to adapt more quickly to sustainability needs. In contrast, traditional organizations often rely on internal resources and R&D departments for innovation. They face challenges in integrating sustainability due to more rigid structures and limited flexibility in responding to external changes (Caiado et al., 2024). Nevertheless, a strong corporate culture can serve as a key enabler in the transition toward sustainability.

The process of support required for integrating sustainability in both types of organizations is crucial. Digital organizations demonstrate better sustainability performance compared to traditional ones, primarily due to their more holistic approach to innovation and sustainability. Therefore, it is important to emphasize the creation of a strategic roadmap that identifies specific interventions needed to achieve desired sustainability outcomes within each organizational context (Caiado et al., 2024). In conclusion, the adoption of sustainable digital practices not only enhances sustainability performance but also helps organizations adapt to evolving global challenges.

### **Critical Success Factors**

The following are key elements that influence the success of SMEs in adopting an organizational culture that promotes sustainable digital practices and sustainability performance, based on findings from the literature review:

- 1. Investment in Digital Competence:**

SMEs should start investing in digital technology and developing digital competencies to enhance digital HR management, which promotes a sustainable organizational culture and improves sustainability performance (Espina-Romero et al., 2024).

- 2. Promotion of Digital CSR Initiatives:**

SMEs should promote a digital organizational culture and adopt digital CSR initiatives through training programs, enhancing sustainable practices, and achieving long-term competitive sustainability (Ahmad et al., 2024).

**3. Organizational and Cultural Change:**

SMEs should prioritize organizational cultural change, engage stakeholders, adopt big data technologies, and encourage innovation to successfully integrate sustainable digital practices and improve sustainability performance (Martínez-Peláez et al., 2023).

**4. Digital Leadership and ESG Management:**

SMEs should strengthen digital leadership, implement ESG management strategies, and promote organizational innovation to improve sustainability performance and adapt to changing environments (Niu et al., 2022).

**5. Employee Digital Empowerment:**

SMEs should foster digital leadership, enhance employees' digital skills, and cultivate a supportive digital culture to improve organizational performance and sustainability (Shin et al., 2023).

**6. Knowledge Management and Industry 4.0 Utilization:**

Managers should prioritize intangible resources, cultivate a sustainability culture, provide employee training, and leverage Industry 4.0 technologies for effective knowledge management to enhance sustainable practices in SMEs (Bag, 2024).

**7. Integration of Digital and Sustainable Culture:**

SMEs should promote a culture of quality and sustainability, integrate digital technologies, encourage organizational agility, and adopt effective technology management practices to improve sustainability performance (Fangqi et al., 2023).

### **Synthesis of Findings**

Organizational culture plays a crucial role in either facilitating or hindering the adoption of digital practices. A culture that promotes innovation, collaboration, and openness to change tends to yield better performance in implementing digital technologies. Conversely, a rigid culture or resistance to change can become a barrier for SMEs in adopting and effectively utilizing digital technologies. This aligns with previous studies emphasizing the importance of cultural factors in the success of digital transformation. Furthermore, the findings also indicate a gap in understanding how cultural attributes interact with digital practices. While many studies have explored the technical aspects of digital transformation, few have examined the direct impact of organizational culture on the sustainability of digital practices. This research highlights the need for a holistic approach that considers the interaction between technology and culture to achieve long-term sustainability.

When comparing sustainable digital practices with traditional sustainability practices, the findings show that adopting digital practices not only enhances operational efficiency but also creates new opportunities for innovation and market growth. However, challenges such as limited resources and technological readiness remain major obstacles for many SMEs. Therefore, support in the form of training and capacity building is essential to help SMEs adapt to these changes. Overall, the interpretation of these findings reinforces that achieving successful adoption of sustainable digital practices among SMEs requires fostering an organizational culture that supports digital transformation. This will not only improve business performance but also ensure sustainability in an ever-evolving digital era.

### **Theoretical Implications**

The theory of organizational culture and digital sustainability involves a deep understanding of how organizational culture can influence and strengthen the adoption of sustainable digital practices, particularly among Small and Medium Enterprises (SMEs). In this context, organizational culture serves as a framework that shapes members' behavior, influences employee commitment, and encourages the innovation needed to face digitalization challenges. Digital transformation not only involves the implementation of new technologies but also requires changes in the organization's existing values and norms. Adaptive and change-oriented organizational cultures tend to be more successful in adopting digital technologies. Research shows that a strong organizational culture can improve employee performance and service quality, which in turn contributes to long-term business sustainability. Therefore, understanding the interaction between organizational culture and digital practices is crucial to achieving sustainability goals.

Digital sustainability, on the other hand, involves integrating technology with business models aimed at achieving operational efficiency and positive social impact. This transformation process often faces various challenges, including limited resources and technological readiness. Hence, organizations must develop internal capacities through training and mentorship programs to fully leverage technology. Overall, these theoretical implications suggest that the success of digital transformation in SMEs largely depends on an organizational culture that supports innovation and collaboration. A strong culture not only facilitates technology adoption but also helps create a work environment conducive to sustainable growth. Therefore, further research is needed to explore this relationship in greater depth and to provide practical guidance for SMEs in implementing effective digital sustainability strategies.

### **Practical Implications**

The practice of digital transformation and organizational culture in the context of Small and Medium Enterprises (SMEs) is highly significant for policymakers and SME practitioners. This study highlights how the adoption of sustainable digital practices can enhance SMEs' competitiveness in the digital era, as well as the challenges they face in the process. First, policymakers need to create an environment that supports digital transformation through policies that facilitate access to technology and training. This includes providing incentives for SMEs to invest in digital technologies and organizing training programs that enhance digital literacy among business owners and employees. Such policies must consider the resource limitations often faced by SMEs to ensure that the support provided is effective.

Next, SME practitioners are encouraged to adopt a more proactive approach in integrating digital technologies into their business models. They need to understand the importance of digital marketing and how it can expand market reach and improve operational efficiency. SME owners should also collaborate with relevant stakeholders, such as educational institutions and government agencies, to gain support in the form of mentorship and access to necessary resources. Moreover, organizational culture plays a key role in the success of digital transformation. Therefore, it is essential for SMEs to build a culture that supports innovation and adaptability. This can be achieved by socializing organizational values that encourage employee engagement in the change process and by creating a collaborative work environment.

Finally, this study emphasizes that the success of digital transformation does not solely depend on the adoption of technology but also on a shift in organizational mindset. Hence, both policymakers and SME practitioners should focus on developing human capacity and organizational culture as part of their transformation strategies. Through this comprehensive approach, SMEs will be better prepared to face challenges in the digital era and achieve long-term sustainability.

### **Study Limitations**

The limitations of this study encompass several methodological and scope-related aspects that should be acknowledged. First, methodological limitations are associated with the approach used namely, the *Systematic Literature Review* (SLR) and meta-analysis. Although this method allows for the synthesis of data from various studies, there is a potential for bias in the selection of included studies. The quality and relevance of the selected research can influence the outcomes of the analysis, especially if there are variations in the definitions and measurements of the studied variables. Moreover, SLR tends to focus primarily on existing literature, which may overlook new or innovative perspectives that have not yet been widely explored.

Second, the scope of the study also presents certain limitations. While focusing on Small and Medium Enterprises (SMEs) provides valuable insights, the findings may not be generalizable to other contexts or to larger types of organizations. Additionally, this research concentrates on organizational culture and sustainable digital practices, potentially neglecting other external factors such as government policies or market conditions that also play significant roles in technology adoption. Future research suggestions include expanding the scope to consider external variables that may influence the adoption of digital practices. Longitudinal studies could offer deeper insights into how organizational culture evolves over time and how it impacts digital sustainability. Furthermore, qualitative exploration through in-depth interviews with SME stakeholders could provide richer and more nuanced perspectives on the challenges and opportunities in digital transformation. Comparative cross-country studies are also recommended to better understand how different cultural contexts affect the adoption of sustainable digital practices.

### **CONCLUSION**

The conclusion of this study highlights the significant impact of organizational culture on the adoption of sustainable digital practices, as well as comparisons with traditional sustainability practices. A strong and adaptive organizational culture has been proven to be a key factor in encouraging SMEs to integrate digital technologies into their operations. The findings indicate that SMEs with a culture that supports innovation and collaboration are better able to adopt sustainable digital practices compared to those that adhere to traditional practices. This aligns with the notion that digital transformation is not merely about implementing technology but also involves changing organizational values and norms.

In terms of implementation strategies, it is essential for SMEs to develop an organizational culture that supports digitalization. This includes providing training and developing employees' digital skills, as well as creating a work environment that fosters creativity and innovation. Thus, the transformation of organizational culture can serve as a

major driver for successful digital technology adoption, which in turn enhances business competitiveness and sustainability.

To deepen these findings, several future research topics can be explored, such as a more detailed analysis of how various elements of organizational culture interact with digital practices across different sectors. Furthermore, future studies could investigate specific barriers faced by SMEs in adopting sustainable digital practices and identify effective mitigation strategies. Considering the importance of digital literacy in this context, research on ways to improve employees' digital competencies also represents a relevant area for further investigation.

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