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## Organization Change through Digital Transformation

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### ABSTRACT

This paper explores the significance of organizational change through digital transformation in order to improve efficiency, customer experience and revenue growth in organizations. Through literature review and case studies, this study analyses successful organizational change through digital transformations as well as unsuccessful ones and discusses the benefits associated with digital transformation. The study used a systematic review of literature where scholarly publications were analysed in order to find common themes, patterns, and trends towards digital transformation. The findings reveal some key areas, such as knowing the needs of customers, investing in technology and developing an innovation culture, as being fundamental to successful organizational change through digital transformation. Additionally, organizations experience difficulties such as lack of infrastructure, resistance to change and strategic misalignment, which affect their digitalization path. The paper concludes by underlining the importance of organizations becoming customer-focused, providing training to employees and using data analytics as means of managing complexities in the new business environment.

## 1. Introduction

Digital transformation is the process of integrating technological resources into the frameworks of a business. This process changes how an organization functions, delivers value, and interacts with customers. It is more than just an implementation of technology. It also includes organizational change and restructuring culture, processes, and strategies. In the effort to maintain a competitive edge, every firm needs to strive to improve market agility and optimize operational efficiency. Digital transformation fulfills these goals, leading to the improvement of customer experiences and the development of innovative business models (Fitzgerald et al., 2014; Westerman et al., 2014).

### 1.1 Significance in the Contemporary Business Environment

In the current era of rapid change in businesses and an increased rate of competition, organizational change through digital transforming has become necessary for growth and survival. Organizations undergo various changes due to technological advancements, customer demands, and shifts in the market. As such businesses that successfully adapt to change are able to use data analytics, automation, modern technologies, or any

emerging new technologies, which in the end help them gain deeper insights into business processes and improve personalized services enhancing their competitive advantage (Boikanyo, 2025). Besides, the pandemic of COVID-19 has worsened the need for digital transformation, forcing businesses to integrate remote work technologies, move to e-commerce, and change to digital communication technologies (McKinsey and Company, 2020).

### **1.2 Organizational Change and Its Relevance to Digital Transformation**

Organisational change is defined as the processes through which an organization alters its structure, strategy, systems, technologies, or culture in response to internal or external factors (Kotter, 1996). As shifts in technology often bring drastic changes to organizational practices and mindsets, they are connected to the idea of organizational change. A successful digital transformation requires a supporting culture of innovation, agility, collaboration, and lifelong learning (Bozkus, 2024).

The interdependencies between these two issues, digital transformation and organizational change, highlight the need for attention on leadership, stakeholder participation, and the practice of managing change in this challenging environment. Organizations need to create a culture that is open to change and helps people learn new skills and adapt to new technologies (Verhoef, et al., 2021). Being able to maximize the potential of digital resources, coupled with optimized processes, requires these organizations to adapt to a digitally primary environment.

### **1.3 Objectives of the Literature Review**

The key aims of the literature review on digital transformation and organizational change are to take clear definitions of digital transformation and organizational change, which form the basis for the review. The review seeks to examine available literature to understand common themes, trends and patterns surrounding how organizations undergo digital transformations and the subsequent organizational changes. The review shall examine theories and frameworks underlying the concept of organizational change in the context of digital transformation. It shall examine the numerous challenges organizations face while undertaking digital transformations, including technology integration challenges, cultural resistance, and skill gaps. The review shall integrate case studies that reflect successful and unsuccessful digital transformations to obtain lessons learned, as well as to note gaps in current research and suggest areas for future investigation.

The scope for this literature review lies in the focus placed on studies from the past decade, capturing recent advances in digital technologies and practices across different industries. Literature from different geographical locations is covered to give an overall image of how cultural and contextual factors play their role in digital transformation. In addition, the review incorporates research from different sectors, including healthcare, finance, manufacturing, and retail, to gather ideas about the sector-specific issues and solutions regarding digital transformation. Finally, it will cover a range of research methodologies, such as qualitative case studies, quantitative studies, and meta-analyses, to give an overall insight into the subject. Through this systematic structure, the review will give an overall idea about how digital transformation leads to changes in organizations and in future business practices.

### **1.4 Methodology**

A systematic process was used to obtain an extensive and thorough review of the available literature on organizational change through digital transformation. Identifying key concepts about digital transformation and

organizational change formed the basis for selecting keywords. A search for peer-reviewed publications, conference proceedings, and literature was conducted using databases such as Google Scholar, JSTOR, Scopus, and Web of Science. Examples of keywords used were phrases such as "organizational change" and "digital transformation" as well as "business model innovation" and "challenges in digital transformation."

Inclusion criteria for the literature were used to target research published over the past decade to ensure the review reflected the most recent developments and information available in the subject matter. Literature was also chosen based on relevance to the digital transformation horizon across industries and contribution to knowledge regarding the implications of changing organizations. Exclusion criteria were utilized to remove studies that were not peer-reviewed, based on theoretical concepts without empirical evidence, or not addressing, specifically, the confluence among digital transformation and organization change. Through this methodology, there was an assuredly balanced and targeted review of available research to form an excellent basis to synthesize findings and recognize gaps in the literature.

The time period covered by the literature reviewed in this review is mainly confined to the past ten years. This time frame was selected to have the review present the latest developments and perspectives on digital transformation and organizational change. The fast growth of technology and changing nature of business operations require that the review look into recent research that portrays current trends, issues, and strategies used by organizations while undertaking their digital transformations. Through this time frame, the review seeks to present an updated and applicable view on how digital transformation affects organizational change across industries.

### **1.5 Theoretical Framework**

Within the realm of organizational change, there are various theoretical frameworks that have helped guide understanding and application of change initiatives. Two such influential models are Kotter's 8-Step Change Model and Lewin's Change Management Model.

**Kotter's 8-Step Change Model:** John Kotter designed this model in the 1990s to provide an orderly process to effect change in organizations. There are eight steps to it:

1. **Create a Sense of Urgency:** Highlight the need for change to garner support.
2. **Form a Powerful Coalition:** Assemble a group of influential stakeholders to lead the change effort.
3. **Create a Vision for Change:** Develop a clear vision that outlines what the change will achieve.
4. **Communicate the Vision:** Share the vision with all stakeholders to maintain engagement and buy-in.
5. **Empower Broad-Based Action:** Remove obstacles and encourage risk-taking to facilitate change.
6. **Generate Short-Term Wins:** Plan for visible improvements to build momentum and morale.
7. **Consolidate Gains and Produce More Change:** Use wins to drive further change, anchoring the momentum into the corporate culture.
8. **Anchor New Approaches in the Culture:** Ensure that the changes are integrated into the organization's culture to make them sustainable.

**Lewin's Change Management Model:** Kurt Lewin proposed this model in the 1950s and broke down the change process into three steps:

1. Unfreeze: Prepare the organization for change by creating awareness of the need for change and challenging the status quo.
2. Change: Implement the change through new processes, practices, and behaviours. This stage requires strong communication and support from leadership.

Refreeze: Reinforce the new changes by establishing stability and integrating them into the organizational culture to ensure they stick.

Both frameworks highlight the significance of leadership, communication, and cultural factors in organisational change, especially in digital transformations.

3. How these theories apply to the context of digital transformation.

The organisational change theories, especially Kotter's 8-Step Change Model and Lewin's Change Management Model, offer effective frameworks to facilitate and understand digital transformation programs.

Kotter's model describes a deliberate process of change that begins by establishing the urgency for change. In digital transformation, the organization is compelled to stress the imperative to adjust to emerging technologies and changing expectations, engaging stakeholders to make the commitment to change. The second phase is to create a strong coalition of leaders and people who can champion the change effort, leveraging multiple sources of expertise and cross-functioning sponsorship. A compelling change vision is key; it must specify how digital can be used to strengthen processes, customer satisfaction, and competitive advantage, acting as a beacon to guide alignment and motivation. Communicating this vision effectively is key, engaging employees and minimising resistance. Enabling broad-based action by clearing obstacles to digital take-up allows agility and innovation to thrive. Creating quick wins through celebrating achievements, such as successful pilots or good implementation, can create momentum and prove the value of digital transformation. As gains pile up, organizations should build on gains and leverage the intelligence to push change across the organization. Finally, it is essential to ground new styles in the culture to make it sustainable, which can mean remodelling values and changing the performance metrics to make them congruent with digital ambitions (Kotter, 1996).

In contrast, Lewin's Change Management Model simplifies the process to three steps: unfreezing, changing, and refreezing (Lewin, 1951). Unfreezing is critical to the process of digital transformation; organizations must challenge prevailing assumptions and cultivate a willingness to change. They can do this by clearly communicating why digital initiatives are needed and alleviating any concerns over the transition. Implementing new technologies and processes is part of the changing phase, which needs good change management processes, proper training, and ongoing leader support to enable adaptation by employees. To ensure that new habits are embedded, the refreezing phase provides assurance, establishing stability where the alterations become part of the organization's culture.

Using these theoretical frameworks, leaders are able to succeed in addressing the intricacies of digital transformation, reducing resistance and building an environment of agility and innovation in today's digital era.

## **2 Key Themes in the Literature**

### **2.1 Cultural Change and Change Management**

Digital transformation profoundly affects organizational culture and the minds of employees, changing how professionals in organizations think about their job, how they work together, and how they react to change.

One of the most significant things that can be learned about this effect is that digital transformation promotes a culture of agility and innovation. Those organizations embracing digital technologies are more likely to build an environment where experimentation and taking risks is encouraged, which often transforms to a more fluid workplace where employees are empowered to make contributions and solutions, mirroring outcomes from research by Kane et al. (2015) that highlights the value placed on the digital-first thinking to spark innovation.

In addition, digital transformation calls for changing skill and competencies, causing organizations to value ongoing learning and growth. As organizations adopt emerging technologies, their employees must transform by learning new digital competencies, which can establish a lifelong learning culture. Westerman et al. (2014) research suggests that effective digital transformation is inextricably tied to investing in employee learning and growth, therefore improving resilience and responsiveness.

But this change can be resisted as well. Workers who are used to conventional procedures can be reluctant to accept new technologies, and this can result in cultural conflicts. In order to counter this, organizations can make effective communication and leadership involvement top priority. A report by Vial (2019) highlights how building an open communication culture can help reduce fears and resistance and make employees accept change and not resist it.

In addition, leadership is key to establishing organizational culture in the course of digital transformation. A growth mindset and the ability to be adaptable modelled by the leaders can positively shape employee attitudes. A change effort is more successful, according to Vial (2019), when leadership is in line with the digital transformation vision. In general, digital transformation affects organizational culture by driving agility, cultivating an environment focused on learning, and requiring successful leadership and communication. These factors are key to overcoming digital change challenges and potential.

## **2.2 Technology Adoption**

Digital transformation, which involves the integration of new technologies, deeply influences processes and structure in organizations. A literature review shows there are numerous themes concerning how the technologies transform the operations of businesses and redefine work processes.

### **1. Automation and Efficiency**

Among the most profound impacts of emerging technologies, such as artificial intelligence (AI) and robotic process automation (RPA), is the optimization of internal operations. Brynjolfsson and McAfee (2014) argue that such technologies make it possible for organizations to carry out mundane tasks, eliminate human errors, and leave their employees to concentrate on higher-level tasks. As an illustration, automated systems in data handling make it easier to make faster decisions and can make operations far smoother, improving productivity and resulting in cost savings.

### **2. Data-Driven Decision Making**

Emerging technologies enable mass collection and examination of data, changing how organizations make decisions. Organisations can make more timely decisions using big data analytics and machine learning to obtain insights from large volumes of information. McKinsey & Company (2016) underscores that organizations utilising data analytics have an edge, as they can design their strategies using feedback and predictions about consumer behaviour in real time.

### 3. Agile Organisational Structures

The integration of new technologies tends to result in more flexible organizational alignments. Hierarchical structures can become flatter, more responsive configurations capable of addressing emerging market conditions. Literature indicates that organizations embracing agile methodologies, aided by digital capabilities, report better team-level communication and collaboration. This is most observable among technology companies, where iterative software development enables quick innovation cycles (Brosseau, Ebrahim, Handscomb, & Thaker, 2019).

#### 1. Improved Customer Experiences

Emerging technologies have immense implications on customer interactions and experiences, too. For example, the integration of chatbots and AI-powered customer service solutions facilitates more engaging customer experiences through instant issue resolution and customized experiences. Studies by Lemon and Verhoef (2016) validate that organizations using these technologies can attain higher customer satisfaction and loyalty, as they can respond to changing consumer needs.

#### 2. Challenges and Resistance

Although emerging technologies bring many advantages, their adoption can pose problems. Change resistance by the organization, employee skill gaps, and data privacy and security issues are prevalent obstacles. Effective change management strategies, including training, leadership and proper communication, to align people's minds to new technological changes are very critical (Zafar & Naveed, 2014).

In summary, emerging technologies transform organizational processes and structures in significant ways by making operations more efficient, facilitating data-driven decision support, improving agility, and enhancing customer experience. Yet, organizations must also resolve the issues that accompany these transformations to be able to negotiate the digital environment successfully.

## 2.3 Customer Experience and Engagement

Research demonstrates how digital tools greatly augment customers' interactions and satisfaction by offering customized experiences, facilitating accessibility, and streamlining communication.

#### 1. Personalization

One of the most prominent methods through which digital tools make customer interactions more effective is personalization. Advanced tools such as artificial intelligence (AI) and machine learning enable organizations to segment customer information and customize their interactions in line with individual behaviours and likes (Kearl, 2024). For example, product-recommendation systems by online shopping sites recommend items based on previous purchases and browsing histories, resulting in an immersive shopping experience. Based on research by Kumar and Reinartz, (2016) personalized marketing communications greatly enhance customer satisfaction and loyalty, as customers feel appreciated and understood.

#### 2. Accessibility and Convenience

Digital tools bring about customer satisfaction through increased accessibility and convenience. Mobile devices and websites make it easy for customers to interact with brands anywhere and anytime. For instance, banking applications help customers conduct transactions, access services, and interact with customer care representatives using their handsets, as compared to having to make physical visits (Kearl, 2024). Such convenience translates into customer satisfaction since it is in line with contemporary expectations for instant service accessibility.

### 3. Seamless Communication

Furthermore, digital technologies ensure smooth communication between customers and businesses. Messaging applications and chatbots respond instantaneously to customers, reducing wait time and improving customer satisfaction. A study by Lemon and Verhoef (2016) indicates that instant help, supported by digital communication media, improves customer satisfaction through provision of timely help to customers when it is needed.

### 4. Omnichannel Experience

Omnichannel Experience Digital tools can also allow organizations to provide an omnichannel experience in which customers can interact on multiple platforms (for example, social media, websites, and in-store) without interruption. Such unification in the experience reinforces customer relationships, as consumers can select their preferred touchpoints without their experience being broken. McKinsey & Company (2022) conducted a study which concluded that customers who interact through multiple touchpoints are more likely to make repeat purchases, which highlights the value in having one unified digital strategy.

In summary, digital tools facilitate improved customer interactions and satisfaction through personalization, convenience, effective communication, and omnichannel experience. With organizations embracing and leveraging these technologies, their effect on customer relationships must be understood in order to ensure ongoing competitive advantage.

## 2.4 Process Optimization and Efficiency

Digital transformation is important in optimizing operations and boosting productivity in many industries. Studies have shown numerous areas where the implementation of digital instruments and technologies translates to higher efficiency and effectiveness in processes in organizations.

### 1. Automation of Processes

One of the key factors contributing to enhanced productivity through digital change is automation of time-intensive and routine tasks. Robotic process automation (RPA) technologies can help organizations deliver routine processes in an automated manner, reducing errors and releasing employees from mundane tasks to pursue higher-value work. There is considerable time saved through this, and staff can undertake more strategic-level thinking and decision-making (Brynjolfsson & McAfee, 2014).

### 2. Real-time Data Access and Analytics

Digitalisation enables access to information in real time and sophisticated analytics capabilities. Data-driven insights can be used by organizations to streamline their decision-making processes, maximize resource utilization, and pinpoint bottlenecks in operations. According to numerous studies, organizations utilizing data analytics perform well, as they can respond rapidly to changing markets and consumer needs, thereby optimizing overall operating efficiency (McKinsey & Company, 2016).

### 3. Enhanced Collaboration and Communication

Digital tools promote more effective teamwork and communication among and across groups. Tools including communication apps and project management software make it easy to work together, thereby facilitating information exchange and collaborative content creation in real time, irrespective of location. Such interconnectedness translates into accelerated project delivery and business agility (Lemon & Verhoef, 2016).

### 4. Better Customer Interaction

The adoption of digital technologies enhances customer interactions through the acceleration of service delivery and response time. For example, digital channels enable faster customer service, which translates

to higher customer satisfaction and retention. Satisfied customers are more likely to interact with an organization, which can translate into higher sales and operating efficiency (Kearl, 2024).

#### 5. Agile Workflows

Digital transformation favours the uptake of agile methodologies, which help organizations be more adaptive to changes in the business environment or market. Agile processes facilitate the ability to iterate rapidly on projects, make fast adaptations based on feedback, and accelerate innovation velocity ensuring that all factors that lead to higher productivity cycles (Brosseau, Ebrahim, Handscomb, & Thaker, 2019).

In summary, the application of digital transformation in automating processes and boosting productivity is multifaceted and includes automation, easier access to data, enhanced collaboration, good customer engagement, and agile frameworks. Those organizations that utilize these successfully gain substantial competitive advantage through optimization of processes and overall productivity.

### 2.5 Challenges and Barriers

Organizations encounter several common challenges during digital transformation efforts, which can hinder their ability to effectively integrate new technologies and processes.

#### 1. Resistance to Change

One of the most significant hurdles is resistance to change among employees. Often, individuals are accustomed to established processes and practices, creating apprehension regarding the adoption of new technologies. This resistance can stem from fear of the unknown, concerns about job security, or a lack of understanding of the benefits that digital transformation brings. Research indicates that fostering a culture of openness and communication can help mitigate resistance by engaging employees in the change process and emphasizing the positive impacts of transformation (Zafar & Naveed, 2014).

#### 2. Skill Gaps

Another challenge is the presence of skill gaps within the workforce. As organizations adopt advanced technologies, the demand for new skills increases. Employees may lack the necessary competencies to utilize digital tools effectively, leading to decreased productivity and frustration. Organizations must invest in training and development programs to equip their workforce with the skills required to thrive in a digital environment. Continuous education and reskilling initiatives are crucial to empower employees and bridge these skill gaps (Brynjolfsson & McAfee, 2014).

#### 3. Data Management Issues

Data management presents another significant challenge. Digital transformation generates vast amounts of data that organizations must collect, analyse, and utilize effectively. Many organizations struggle with data silos, where data is isolated in different departments or systems, making it difficult to gain comprehensive insights. Additionally, concerns regarding data privacy and security can complicate efforts to harness data's full potential. Establishing robust data governance frameworks and investing in integrated data management systems can help organizations overcome these issues (McKinsey & Company, 2016).

#### 4. Legacy Systems

Legacy systems can also pose a major barrier to digital transformation. Many organizations rely on outdated technology that is not compatible with modern solutions. Transitioning from legacy systems to new technologies can be a complex and resource-intensive process, requiring careful planning and execution to minimize disruption. Organizations must evaluate the cost and feasibility of upgrading or replacing legacy systems to ensure a successful digital transformation journey (Mancini, 2024).

#### 5. Aligning Strategy and Execution

Lastly, aligning strategy with execution is critical for successful digital transformation. Organizations often have ambitious digital goals, but these goals can fail if they are not adequately supported by actionable plans and resources. Leadership must ensure that the digital transformation strategy is closely aligned with overall business objectives and that there is a commitment to the necessary investment and resource allocation.

In summary, resistance to change, skill gaps, data management issues, legacy systems and strategy alignment and execution alignment represent common challenges organizations face during digital transformation efforts. By addressing these challenges proactively, organizations can increase their chances of successfully navigating the complexities of digital transformation (Kane et al. 2015; Fitzgerald et al., 2014).

### **3 Case Studies**

Digital transformation has become a crucial element for organizations seeking to improve operational efficiency and enhance customer experiences. Selected case studies illustrate both successful and unsuccessful digital transformation efforts in various contexts, including African organizations. Safaricom, a leading telecommunications provider in Kenya, exemplifies success through its mobile money platform, M-Pesa. Understanding local needs, Safaricom identified a gap in banking access and developed M-Pesa to serve the unbanked population. Strategic partnerships with banks and microfinance institutions further strengthened the platform, and investments in customer education fostered widespread adoption (Ndung'u, 2021; GSMA, 2010).

Similarly, Netflix was originally a company providing DVD rentals only. The company was able to convert over to being a streaming service by using data analytics and learn what viewers preferred. This enabled Netflix to increase consumer involvement and start creating original content based on viewer interests and becoming one of the dominant entertainment companies (Hastings & Meyer, 2020).

On the contrary, Yahoo was not able to succeed in its digital transformation because it never had very clear direction or persistent leadership. The company attempted various times to innovate and keep pace with competitors in the digital space, but failed, and as such, collapsed and was acquired by Verizon (Stewart, 2024). Also, Blackberry was once at the frontier as far as mobile innovation was concerned, however, the company waited too long to adjust to the revolution of touch-screened smartphones and app ecosystems. The late transition of the company towards the realm of software and services, while necessary, was not viable enough to help it regain ground (Himsel & Inkpen, 2017).

In conclusion, these case studies demonstrate that understanding customer needs, investing in technology, and fostering an innovative culture are vital factors contributing to successful digital transformation. On the other hand, insufficient infrastructure, resistance to change, and poor strategic alignment can lead to failure. Organizations embarking on digital transformation journeys can learn valuable lessons from these examples on how to navigate the complexities of modern business environments.

### **4 Discussion**

In synthesizing the literature on digital transformation and its impact on organizational change, several key insights and trends emerge, alongside notable gaps that warrant further exploration.

#### **4.1 Key Insights and Trends**

- 1. Focus on Customer-Centric Initiatives:** One theme that runs throughout the literature is the move towards customer-centricity through digital transformation. Companies are increasingly utilizing data analytics and digital tools to get to know and anticipate customers' needs, and therefore provide more personalized experiences. This is supported by the work of Kumar and Reinartz (2016), which emphasizes the role of personalization as it applies to customer retention.
- 2. Agile and Innovative:** Digital transformations create an agile culture in organizations. Organizations utilizing digital technologies are said to be more responsive to changing markets and have more potential for innovation. According to Brosseau, Ebrahim, Handscomb and Thaker, (2019) it is through the integration of agile frameworks and digital tools that organizations can iterate faster over products and services, gaining competitive advantage.
- 3. Data-Driven Decision-Making:** Empirical literature is strongly in favour of the concept that organizations undertaking digital transformation are likely to adopt data-driven decision-making. Having access to real-time analytics, organizations can make strategic decisions, and this improves the efficiency of their operations (McKinsey & Company, 2016).
- 4. Cultural and organization challenges:** Many organizations struggle to overcome cultural and structural challenges in digital transformation programs, despite the potential gains. Change resistance, talent gaps, and poor infrastructure are prevalent obstacles, as shown by successful and failed transformations through case studies. Effective change management practices must be used to overcome such challenges, according to Vial (2019), to gain employee buy-in.

#### **4.2 Gaps in Current Research**

Although there is rich literature available about the advantages and disadvantages of digital transformation, there are still several gaps that exist. These include:

1. Existing studies are mostly cross-sectional, capturing an instant in time for digital transformation initiatives. Longitudinal studies to test the long-term effects on the organization's culture, employee engagement, and customer loyalty would be needed to get an appreciation for how these alter over time.
2. Research is primarily based upon specific sectors such as banking and retail. More research is needed for different industries, including healthcare and manufacturing, to develop an extensive base of knowledge for how digital transformation plays across different contexts.
3. There is still no extensive research undertaken to examine the workforce implications of digital transformation, especially in reference to job functions, needed skills and employee well-being. An awareness of these factors is important for organizations to successfully handle the people aspect of digital transformation.

#### **4.3 Implications for Future Organizational Change**

The information derived from the literature has tremendous implications for change in organizations in the future. Organizations first need to give top priority to the formation of an innovation, agility, and learning-oriented culture. Putting high priority on employee training and participation in the change process will be imperative to counter resistance and ensure engagement.

Secondly, embracing a strategic and integrated approach to digital transformation is important. Organizations must make sure their transformational projects are integrated into larger business goals, supported by leadership commitment and proper resource allocation.

Ultimately, embracing data analytics needs to be paramount, so organizations can make decisions not just based on facts, but anticipate customers and markets as well. With organizations shifting toward digital-first strategies, it will be essential to integrate technology, yet keep people and processes top of mind.

In summary, though digital transformation offers many prospects to facilitate organizational change, bridging the gaps in research and practice is needed to enable organizations to reap its full potential.

## 5 Conclusion

The review literature on digital transformation has concluded several important observations. To begin, it signifies the indispensable role played by digital transformation to enhance organizational efficiency, customer engagement, and innovation. Organisations that make effective use of digital tools exhibit elevated agility and responsiveness to the changing marketplace, facilitating more personal customer experiences and data-driven decisions. Notably, the review emphasizes the imperative for effective cultural change among organisations, for which succeeding in digital transformation rests heavily on countering resistance to change and addressing skill deficits among employees.

Nevertheless, it also indicates clear gaps in current research. There is inadequate longitudinal research to monitor the long-term effects of digital transformation on different dimensions of the organization, including employee engagement and culture. Sector-specific research is also sparse, which provides an incomplete picture of digital transformation in different industries. Still, more investigation is necessary into the consequences of digital transformation on the workforce, specifically in terms of changing job functions and the psychosocial implications of changes brought about by technology.

Research areas should concentrate on gaining a more profound understanding for how digital change affects industries, the long-term implications on company culture, and how to successfully navigate workforce transitions in the digital era. Research into these issues can yield valuable information to guide organizations through the intricacies of digital change.

Last but not least, continuous assessment is imperative in the digital transformation effort, as it enables organizations to continuously monitor the effectiveness of their strategy, make adjustments, and keep up with shifting technology landscapes in real-time. Through recurring assessments, organizations can continue to build on their capacity to innovate and respond to emerging challenges, hence ensuring long-term success in their digital transformation endeavours.

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**Appendix A: Data Analysis of Digital Transformation Impact**

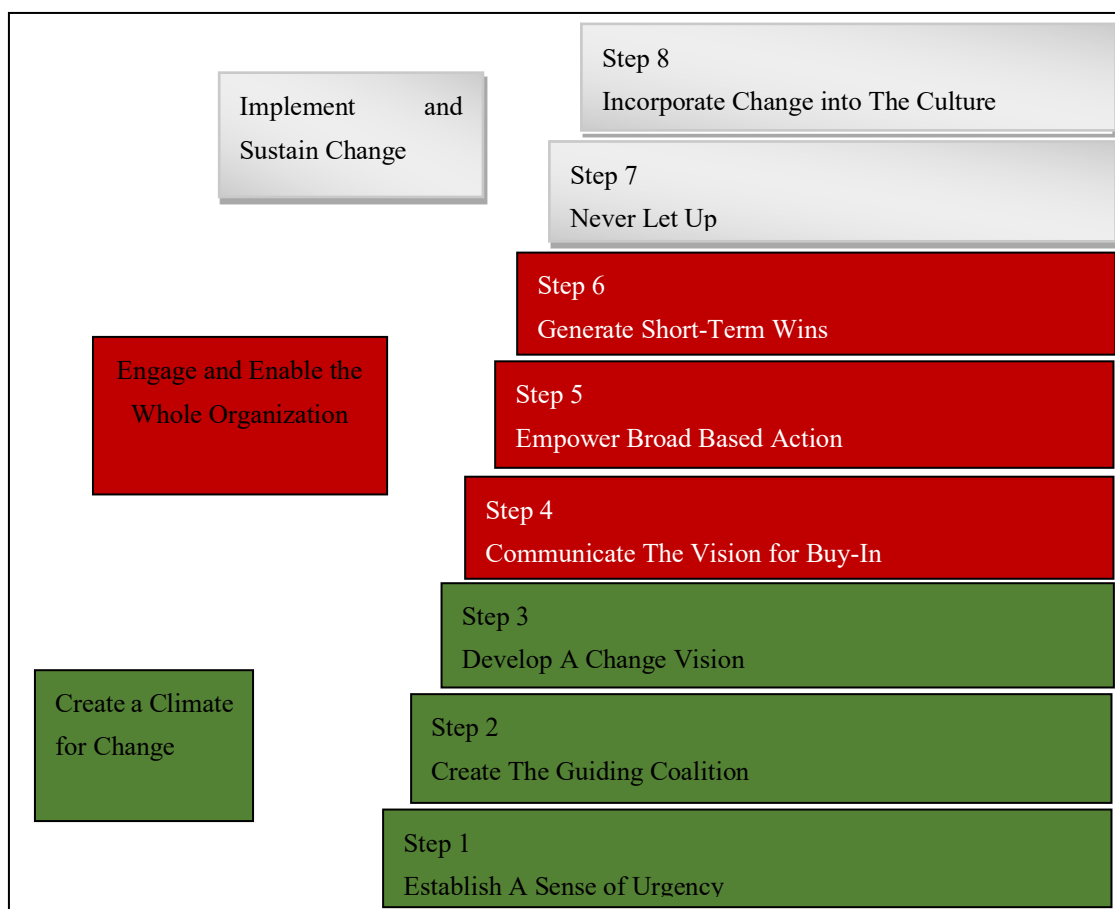
Table or graph showcasing survey results or statistical data on the impact of digital transformation on key performance indicators (KPIs) such as customer satisfaction scores, operational efficiency, revenue growth for pre-and post-transformation so as to enhance the analysis.

KPI	Before Digital Transformation	After Digital Transformation
Customer Satisfaction	70%	85%
Operational Efficiency	60%	80%
Revenue Growth	5%	15%

**Appendix B: Theoretical Frameworks**

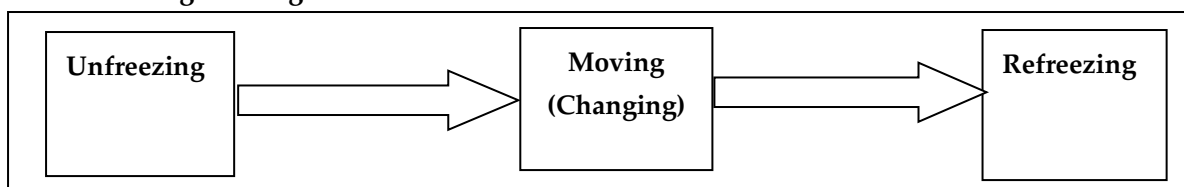
Here is a visual representation of the theoretical models discussed in the literature illustrating the steps in Kotter's 8-Step Change Model and Lewin's Change Management Model.

**Kotter's 8-Step Change Model**



Note. Kotter’s eight step model as developed by the researcher

**Lewin's Change Management Model**



**Appendix C: Summary of Digital Transformation Case Studies**

Case Study	Organization	Outcome	Key Success Factors
Successful	Safaricom	Highly successful mobile payment platform (M-Pesa)	Customer-centric approach, strategic partnerships, user education
Successful	Netflix	Dominant player in entertainment streaming	Data analytics, understanding viewer preferences, original content creation
Unsuccessful	Yahoo	Failed digital transformation	Lack of clear direction, inconsistent leadership
Unsuccessful	BlackBerry	Inability to adapt to touchscreen smartphone era	Slow response to market changes, late transition to software/services