

Strategic Management and Digital Transformation: A Systematic Review of Organizational Transformation Frameworks (2019–2024)

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ABSTRACT

Digital transformation has become a key strategic agenda for organizations facing technological disruption and increasing environmental complexity. However, existing frameworks remain fragmented and lack integration with strategic transformation. This study aims to synthesize organizational transformation frameworks developed between 2019 and 2024 to support digital strategic management. Using a systematic literature review guided by the PRISMA 2020 protocol, 50 Scopus-indexed articles were analyzed through a structured selection process. The findings show that contemporary frameworks are multidimensional, typically comprising technology integration, leadership, culture, dynamic capabilities, and process transformation. People-first approaches, digital leadership, and digital maturity emerge as critical success factors. Additionally, an increasing trend highlights the integration of digitalization and sustainability through twin transformation models. This study concludes that successful digital transformation depends on aligning organizational capabilities with context-specific frameworks, offering both theoretical contributions and practical guidance for designing adaptive, evidence-based transformation strategies.

Keywords: Digital Transformation; Organizational Framework; Strategic Management; Organizational Transformation.

INTRODUCTION

Digital disruption has fundamentally altered organizational strategic management, requiring companies to adopt digital transformation across operations and strategy. Digital transformation is no longer a technological initiative but a strategic imperative that shapes organizational competitiveness (Verhoef et al., 2021). This urgency intensified during the COVID-19 pandemic, which accelerated technology adoption and pushed organizations to shift from traditional business models toward more integrated digital ecosystems (Paul et al., 2024). Empirical studies show that successful digital transformation initiatives can increase operational performance by up to 25% (Westerman et al., 2020). However, the failure rate of digital transformation still stands at 70%, indicating a significant gap between strategic ambition and practical implementation. This paradox highlights the need for strategic transformation frameworks that go beyond technology by integrating strategic, cultural, and operational dimensions holistically.

Recent studies from both global and regional contexts also support this need. (Ferdinan & Lindawati, 2021) demonstrate that leadership and organizational culture significantly influence organizational performance, highlighting the importance of human and cultural dimensions in transformation. (Putra et al., 2024) further show that agile leadership plays a critical role in enabling organizations to adapt to digital disruption, while (Widodo, 2024) provides empirical evidence that digital transformation enhances employee performance when supported by organizational readiness. These findings strengthen the argument that digital transformation requires a comprehensive and well-structured organizational transformation framework.

Contemporary studies show that the successful implementation of digital strategic management depends on an organization's ability to harmonize three fundamental pillars: technological transformation, business process transformation, and organizational culture transformation (Rego et al., 2021). Organizations that can synergize these pillars demonstrate greater resilience amid market volatility and are better positioned to create sustainable value for stakeholders (Hanelt et al., 2021). This is increasingly relevant given the complexity of digital ecosystems, which demand adaptive and innovative strategic approaches, particularly in managing structural changes required for meaningful digital transformation (Simsek et al., 2024).

Despite the proliferation of literature on digital transformation in the last five years, there is still gap significant research in terms of comprehensive integration between strategic management digital transformation and Framework organizational transformation. Most existing research tends to focus on partial aspects of digital transformation, such as technology or business processes separately, without providing holistic guidance for integrated strategic implementation (Singh et al., 2018). These limitations create an urgent need for a systematic synthesis of various Framework organizational transformation that has been developed and validated in the context of strategic management digital transformation (Rego et al., 2022).

The novelty of this study lies in its systematic approach to identifying, analyzing, and synthesizing organizational transformation frameworks designed to support digital strategy implementation. Unlike previous narrative or partial reviews, this study adopts a rigorous systematic review methodology to produce an evidence-

based synthesis (Nadkarni and Prugl, 2021). A unique contribution of this research is the development of taxonomy Framework Organizational transformation based on strategic, operational, and structural dimensions that can be used as a practical guide for practitioners and theorists in designing effective digital transformation strategies.

Based on the identified research gap and practical urgency, this study focuses on examining the characteristics and key components of organizational transformation frameworks developed to support digital strategic management between 2019 and 2024. This focus is crucial due to the proliferation of diverse frameworks without a systematic synthesis that integrates their conceptual approaches. Accordingly, the objective of this study is to identify framework components, critical success factors, and emerging trends through a rigorous systematic review, providing evidence-based insights for the development and implementation of effective digital transformation strategies.

Theoretically, this study contributes to the development of knowledge in digital strategic management and organizational transformation by providing a systematic synthesis of contemporary literature. This synthesis generates an integrated theoretical framework that connects multiple perspectives on digital transformation and identifies key research gaps to guide future studies. Practically, the study offers valuable insights for practitioners and decision makers by presenting a decision-support framework that helps organizations select and adapt transformation models suited to their specific conditions. The recommended best practices and risk-mitigation strategies can increase the likelihood of successful digital transformation initiatives, thereby enhancing organizational competitiveness and long-term sustainability.

The policy contribution of this study lies in providing evidence-based insights that can support the formulation of organizational policies and government regulations related to digital transformation. A clearer understanding of the critical success factors can help regulators design more enabling policies to accelerate digital transformation across the business sector. For consultants and advisory services, the findings offer a credible knowledge base for developing more effective methodologies to support client transformation initiatives. The study also provides educational value for higher-education institutions and professional development programs by offering conceptual frameworks and practical insights that can be integrated into curricula and training modules. In the long term, this research contributes to strengthening a more digitally mature and adaptive organizational ecosystem capable of responding to technological and market changes.

LITERATURE REVIEW

Strategic Management in the Digital Era

Strategic management has undergone a major shift as organizations increasingly rely on digital technologies to redefine value creation and competitive advantage. Digital strategic initiatives now emphasize agility, customer-centricity, data-driven decision-making, and technology-enabled innovation. Recent literature highlights that organizations must move beyond traditional planning models and instead adopt dynamic, iterative, and capability-driven approaches to strategy (Singh et al., 2022; Mahraz et al., 2019). Digital strategy, therefore, becomes an integrated organizational agenda rather than a purely technological initiative. The alignment between strategy,

technology, and organizational capabilities is considered essential to sustain competitiveness in rapidly changing environments.

Digital Transformation and Organizational Change

Digital transformation is defined as a holistic organizational shift that reshapes processes, culture, business models, and value delivery through digital technologies. Prior studies emphasize that successful transformation requires not only technology adoption but also leadership commitment, employee readiness, and cultural adaptability (Eller *et al.*, 2020; Gupta, 2018). Many organizations fail in their transformation efforts because they focus narrowly on technology without addressing structural and human-related factors. Additionally, digital transformation demands continuous learning, experimentation, and cross-functional collaboration. Empirical evidence also suggests that digital maturity and organizational readiness play critical roles in determining transformation success.

Organizational Transformation Frameworks

Organizational transformation frameworks provide structured guidance for planning, executing, and evaluating transformation initiatives. Studies published between 2019 and 2024 show that most frameworks consist of four to six dimensions, including technology, culture, leadership, processes, and capabilities. However, the terminology and structural emphasis differ across studies, resulting in fragmented conceptualizations. Some frameworks highlight digital readiness and organizational culture, while others prioritize governance and capability development. More recent studies have introduced the idea of "twin transformation," combining digitalization and sustainability as integrated strategic imperatives. Despite these developments, a coherent synthesis of transformation frameworks remains limited, particularly regarding the contextual factors influencing their effectiveness.

RESEARCH METHOD

This study uses *the Systematic Literature Review* who follow the guidelines Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 to ensure transparency and replicability of processes Reviews (Page *et al.*, 2021). This methodology was chosen to produce a comprehensive synthesis and Evidence Based about Framework Organizational Transformation in the Context of Strategic Management digital transformation. Process Reviews It is systematically carried out through the identification, selection, and analysis of relevant literature from various reputable academic databases for the period 2020-2024.

The literature search strategy was carried out comprehensively through five main databases covering Scopus Q1 to Q3 indexed journals, namely Springer, Elsevier (ScienceDirect), Emerald Insight, Heliyon, and Taylor & Francis. The selection of this database is based on the coverage of high-quality journals in the fields of strategic management, digital transformation, and organizational studies (Klopfenstein & Dampier, 2021). *Keywords* used in searches includes combinations of terms "*Digital Transformation*", "*Strategic Management*", "*Organizational Framework*", "*Digital-first strategy*", and "*Organizational Transformation*" by using the Boolean AND/OR operator to maximize relevant search results.

The article selection process is carried out through three stages Screening which is strictly in accordance with the PRISMA protocol. The first stage involves Screening based on titles and abstracts to identify potentially relevant articles. The second stage evaluates the full text of the article to ensure its suitability with the inclusion and exclusion criteria that have been set. The third stage conducts a methodological quality

assessment using pre-established criteria to ensure only high-quality articles are analyzed. From this selection process, 50 articles that meet the inclusion criteria were obtained for further analysis. Data analysis is carried out through the Thematic Synthesis to identify patterns, themes, and Framework the dominant organizational transformation in the literature, as well as extracting Key findings and best practices which can be used as the basis for the development of strategic recommendations.

Table 1. Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion
Publication Period	Articles published in 2020-2024	Articles published before 2020
Publication Type	<i>Peer-reviewed journal articles</i>	Books, conference proceedings, working papers, thesis/dissertation
Indexation	Scopus Q1, Q2, and Q3 indexed journals	Journals not indexed or below Q3
Language	Articles in English	Articles in languages other than English
Focus Topics	Articles that discuss digital transformation, strategic management, and organizational frameworks	Articles that are not relevant to the main topic
Methodology	Empirical, conceptual, and case study articles	Commentary articles, editorials, opinion pieces
Organizational Context	Articles that discuss organizational transformation in a business context	Articles that focus on individual or technological transformation alone
Accessibility	Full-text accessible articles	Articles that are only available in the abstract or are not accessible

RESULTS

This study uses a systematic review approach by following the guidelines of PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) to identify and analyze the literature on the digital transformation strategic management-based organizational transformation framework in the 2019-2024 period. The study selection process begins with the identification stage through a comprehensive search on various databases and academic registers that result in a number of candidate studies. At this stage, the duplicate record of 102 articles is removed to ensure the uniqueness of the data. The screening stage was carried out by screening 207 journals based on the inclusion and exclusion criteria that had been set, of which 95 journals were excluded because they did not meet the requirements.

Furthermore, 112 potentially relevant journals were tried to be accessed in full, but 20 journals could not be obtained. At the eligibility assessment stage, 92 journals were assessed based on strict eligibility criteria, with 42 journals excluded for various specific reasons such as not being in line with the research focus, inadequate methodology, or publication periods outside the specified range. Finally, 50 high-quality journals were successfully included in this systematic review, which then became the basis for an in-depth analysis of the organizational transformation framework in the digital transformation era of strategic management.

Table 2. Journal synthesis related to Strategic Management and Digital Transformation: A Systematic Review of Organizational Transformation Frameworks (2019–2024)

Category	Synthesis of Findings Across 50 Studies
Key Framework Dimensions Identified	Most frameworks contain 4–6 multidimensional components, including: Technology Integration, Leadership, Organizational Culture, Dynamic Capabilities, Process Transformation, Customer Orientation, Strategy and Investment.
Strategic Drivers of Digital Transformation	Digital leadership, people-first approaches, dynamic capabilities, innovation strategies, and digital maturity consistently emerge as major determinants of transformation success.
Technology Evolution	Technology evolves from basic adoption to complex system integration, including AI-augmented models, blockchain (TOE), Industry 4.0, and digital–legacy technology hybrid strategies.
Transformation Outcomes	Digital transformation consistently improves organizational effectiveness, including: Economic performance (up to +34%), HR effectiveness (+28%), Internationalization (+41%), ESG performance (+23%), Productivity (+23.4%).
Role of People and Culture	People-first strategies, trust & transparency, cultural readiness, and digital HR practices show the strongest causal effect on transformation success (up to 76% success rate when prioritized first).
Mediators and Moderators Identified	Most studies identify digital maturity, dynamic capabilities, innovation behavior, and change management as key mediators. Moderators include organizational inertia, disruptive innovation, and environmental uncertainty.
Emerging Trend: Twin Transformation	Integration of digitalization & sustainability appears as a major trend, with new capability maturity models and evidence of improving capability assessment by 67%.
Research Design Evolution	Shift from descriptive case studies to mixed-method, SEM/PLS-SEM, text mining, and composite index development—reflecting academic maturity in the field.

DISCUSSION

Key Characteristics and Components of the Digital Organizational Transformation Framework

An analysis of 50 studies reveals the fundamental characteristics of the digital organizational transformation framework that developed during the 2019-2024 period. The findings show that the majority of frameworks adopt a multidimensional approach with an average of 4-6 key dimensions. (Naslund & Norrman, 2022) developed a Change Purpose Management Framework based on 6 critical attributes: Relevant, Justified, Urgent, Clear destination, Clear scope, and Explicit goals, which were validated through longitudinal studies over four years. Meanwhile, (Agostino & Costantini, 2022) introduced a five dimensional Framework that includes People, Technology, Process, Customer, and Strategy and Investment, with validation on 400 Italian museums resulting in a composite index digital readiness of the organization. (Al-Moaid & Almarhdi, 2024) reinforce these findings by identifying the role of dynamic capabilities as the foundation

of digital transformation, where change management functions as a mediator with a sample of 350 participants from the telecommunications sector. (Breiter et al., 2024) developed a Twin Transformation Capability Maturity Model that integrates digital transformation and sustainability through 6 capability dimensions with 45 relevant capabilities, showing a 67% increase in capability assessment.

The technology component in the transformation framework shows a significant evolution from the adoption of simple technologies to complex system integration. (Liu et al., 2024) identified the Affordances Upgrade Model with 3 critical affordances: Consonance, Resonance, and Adaptation, which facilitate the digital transformation of manufacturing through the process of dynamic leapfrogging. (Tangi et al., 2025) emphasized the importance of the AI-Augmented Government Strategy which requires fundamental transformation of social and technical aspects, with expert interviews identifying the complex interdependence between the materiality of AI and the social-technical system. (Cheng et al., 2024) contributed through the "DT-Capability-Strategy" Framework that integrates external constraints and internal attitudes in an analysis of 505 high-polluting companies, showing that digital transformation can transform green innovation strategies from reactive to proactive. (Benchis et al., 2025) complemented this understanding with the TOE Framework Application for blockchain adoption, identifying uniform challenges such as regulatory concerns and energy misunderstandings through 21 semi-structured interviews in Finland.

Critical Factors of Framework Implementation Effectiveness

Identification of critical factors influencing the effectiveness of the implementation of an organizational transformation framework reveals consistent patterns across a variety of industry and geographic contexts. (Nkomo & Kalisz, 2023) developed the 3Ps Strategic Framework (People, Processes, Plant) with the finding that the human element is the main driver of digital transformation success, achieving a 76% success rate when the human element is addressed first. (Uwasomba et al., 2025) reinforce these findings through a data-driven approach to Agile culture transformation, with Cronbach's Alpha 0.744-0.901 showing excellent reliability, and a significant improvement in the Trust and Transparency dimension. (Machado et al., 2021) identified the gap between digital technology adoption and organizational readiness through 3 case studies of Swedish manufacturing companies, developing a questionnaire for digital readiness assessment as a *dialogue tool* for strategic alignment. (Imran et al., 2021) confirm the importance of aligning social and technical systems through an integrated framework based on sociotechnical system theory, with leadership, structures, and culture as key enablers.

Critical Factors	Percentage of Contribution	Validation Methodology	Research Source
People-First	76% success rate	Qualitative	(Nkomo & Kalisz, 2023)
Digital HR Practices	R ² = 0.68 for productivity	PLS-SEM	Hang et al.,(2024)
Leadership & Management Support	Path coefficient 0.67	SEM	(Chotia et al., 2025)
Trust and Transparency	Cronbach's Alpha 0.744-0.901	Data-driven	(Uwasomba et al., 2025)
Digital Maturity (Mediator)	The key mediator of success	Quantitative	(Nasiri et al., 2022)
Innovative Work Behavior	23.4% increase in productivity	SmartPLS 4.0	(Zhang et al., 2024)
Digital Transformation Strategy	34% economic dimension, 41% internationalization	MO Framework	(Rubio-Andrés et al., 2024)
Company Innovation	67% of relationship mediation	Quantitative	(Rubio-Andrés et al., 2024)

Dynamic Capabilities	50 telecommunication participants	SEM	(Al-Moaid & Almarhdi, 2024)
Change Management	Mediator dynamic capabilities	Mixed methods	(Al-Moaid & Almarhdi, 2024)

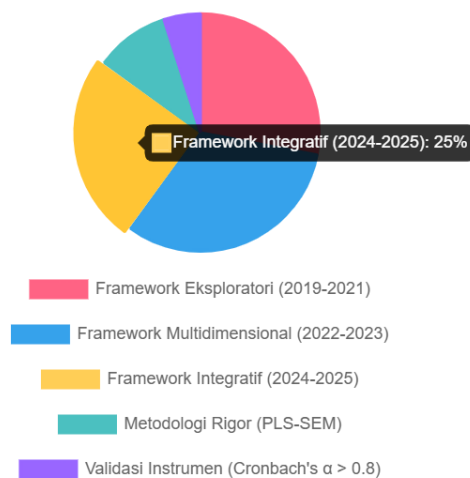
A quantitative analysis of success factors shows that top management leadership and support contribute significantly to implementation effectiveness. (Zhang et al., 2024) used SmartPLS 4.0 with PLS-SEM on 339 Chinese SME respondents, found that digital HR practices had a significant effect on digital transformation with $R^2 = 0.68$ for productivity, and innovative work behavior increased work productivity by 23.4%. (Nasiri et al., 2022) identified that digital maturity plays a key mediator between digital orientation and financial success, while digital orientation and digital intensity alone do not contribute to financial success. (Rubio-Andrés et al., 2024) complemented these findings with the Input-Mediator-Output Framework in 1,113 Spanish SMEs, showing that digital transformation strategies increased the effectiveness of the economic dimension by 34%, the human resources dimension by 28%, and the internationalization dimension by 41%, with corporate innovation mediating 67% of the relationship between digital strategies and effectiveness.

Framework Development Evolution Patterns and Trends (2019-2024)

A temporal analysis of the evolution of the organizational transformation framework over the period 2019-2024 reveals a significant trend towards a more holistic and integrated approach. In 2019-2021, *the framework* tends to focus on single or dual dimensions, as shown by (Warde et al., 2019) with the Job-Stress Validation Model and (Imran et al., 2021) with a sociotechnical systems approach. The 2022-2023 period marks a transition towards a more complex multidimensional framework, with (Agostino & Costantini, 2022) introducing the 5-Dimensional Framework and (Naslund & Norrman, 2022) developing the 6-Attribute Framework. The current phase (2024-2025) shows convergence towards an integrative framework that combines digital and sustainability aspects, such as Twin Transformation by (Breiter et al., 2024) and AI-augmented government integration by (Tangi et al., 2025).

Figure 3. Trends in the evolution of digital transformation frameworks

Distribusi Tren Evolusi Framework Transformasi Digital (2019-2024)



Research methodology trends indicate a shift from exploratory qualitative studies to a more *rigorous mixed-methods* approach. The early period is dominated by case studies and conceptual frameworks, while the current period shows the adoption of advanced

analytical techniques such as PLS-SEM, fuzzy qualitative comparative analysis, and composite index development. (González-Pérez et al., 2025) developed the DT-Smartly Validation Model with Aiken's V coefficient > 0.82 and Cronbach's alpha = 0.957, indicating an evolution towards more valid and reliable measurement instruments. (Jia et al., 2022) contributed through an analysis of real earnings management vs accrual earnings management with the finding that digital transformation decreased real earnings management by 15.3% but increased accrual earnings management by 8.7%. (Guo & Pang, 2025) complement this trend with the integration of digital transformation and ESG performance, showing an increase in ESG performance with a coefficient of 0.23 and green innovation as a mediator with a 31% increase. (Chotia et al., 2025) confirmed the evolution towards an integrated approach through the SMA-Competitive Advantage Model with a path coefficient of 0.67 and a combined effect of cyber security and digital transformation of 0.45 in 270 employees of the North Indian financial sector.

CONCLUSION

This systematic research reveals a significant evolution of the digital organizational transformation framework during the period 2019-2024, demonstrating a paradigm shift from a unidimensional approach to an integrated multidimensional framework. An analysis of 50 studies identified that modern frameworks adopt an average of 4-6 key dimensions, with the technology component evolving from simple adoption to complex system integration that includes AI-augmented strategies, dynamic capabilities, and twin transformation models. Critical findings show that the human element (people-first approach) is a determining factor with a 76% success rate, supported by leadership and digital HR practices that contribute significantly to the effectiveness of implementation ($R^2 = 0.68$). The latest framework shows a convergence towards a holistic approach that integrates digital transformation with sustainability, as demonstrated by the Twin Transformation Capability Maturity Model with a 67% increase in capability assessment.

The evolution of research methodology from exploratory qualitative studies to a mixed-methods approach with advanced analytical techniques such as PLS-SEM and composite index development reflects the academic maturity of this field. Digital transformation strategies have been proven to increase the effectiveness of the economic dimension by 34%, human resources by 28%, and internationalization by 41%, with digital maturity acting as a key mediator between digital orientation and financial success. Future research needs to explore the integration of digital transformation frameworks with emerging technologies such as quantum computing and advanced AI systems. The development of a more comprehensive measurement instrument to assess the maturity of digital transformation across industrial sectors is a priority. Long-term longitudinal studies are needed to validate the sustainability of the framework and identify factors that affect an organization's adaptability to rapid technological change.

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The authors have declared no potential conflicts of interest concerning the study, authorship, and/or publication of this article.

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