

Study of Digitalization Implementation Approach in Organizational Culture

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Article Received: December 2022; Revision: March 2023; Approval: May 2023

DOI: 10.17977/um025v7i32023p105

Abstract: The research has been successfully carried out. The dynamics of the international and national strategic environment have given impetus to organizational culture in exploring the digital realm through a digitalization approach. This study has the objective of describing conditions in Indonesia and several other countries in the Implementation of the Digitalization Approach in Organizational Culture. The method used in this research is a literature review approach. The data analysis carried out in this article uses a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) which is supported by references to ten articles on the same theme in this study. The results obtained are in the form of Strengths, Weaknesses, Opportunities, and Threat conditions, when implementing the digitalization approach in organizational culture it has integrative and non-integrative comparisons between the literature and theories that are currently developing. This also illustrates that the digitalization approach applied in an organizational culture both in Indonesia and in other countries has varied strengths, weaknesses, opportunities, and threats.

Keywords: study, digitalization, organization, SWOT

INTRODUCTION

On the same hand, the dynamics of the international and national strategic environment always bring both positive and negative implications simultaneously, which directly or indirectly affect national development. Positive implications bring benefits in supporting the ideals, national goals, and national interests, while negative implications cause potential threats to the survival of the state.

One of the positive potentials and resources that can be utilized is information and communication technology. The use of information and communication technology in work processes within an organization and in public services has been going on for a long time and has become an important requirement. The use of ICT is proven to increase effectiveness and efficiency in data processing and information management on a large scale to support management systems for decision-making. In tune with the era of globalization which is also one of the factors causing changes in the international and national strategic environment with developments in technology, communication, and transportation, which will fundamentally affect activities in organizational life, there are quite a lot of wabil changes specifically faced with organizational needs even in the field of government which is located as a forum for the driving force of a country.

Following development developments in the current global industrial 4.0 era, of course, mindset & thinking patterns, all-digital work patterns, and every agency must innovate in work to change behavior in carrying out life activities both as civil servants, employees, businessmen, and so on. At the global level, several of our neighboring countries are already in digital organizations, of course, this is homework for every institution or organization in Indonesia. Quoted based on (Song, Park, & Jung, 2018) stated that in the future, there will be a shift in administration and public services driven by demands for changes in the role of humans, and changes in machine capabilities. This is supported by changes in the pattern

of life of the organizational community which tend to merge the real and virtual worlds, the satisfaction of using computing technology, and the integration of smart technology in various lines of life sectors.

Currently, we are undoubtedly living with an increasingly digital changing role of humans (Karpova & Proskurina, 2021), a process that has been accelerated by the COVID-19 pandemic (Al-Zubi, 2022). One example of this change in the human role is Society 5.0 (Sá, Santos, Serpa, & Ferreira, 2021), which briefly describes the deepening of individual potential with technological relations in encouraging an increase in the quality of life of people through Society 5.0. This concept is a guideline for social development, which can have a major impact on society at all levels in terms of quality of life and sustainability of very rapid changes (Ferreira & Serpa, 2018). The growing spread and influence of digital technologies are inevitably influenced by the dematerialization, acquisition, processing, and application of large amounts of information and its contribution to decision-making affecting organizations themselves: “Digital technologies are changing not only the way organizations operate but also the way we think about organizing” (Snow, Fjeldstad, & Langer, 2017). Therefore, one of the areas where this digitalization has profound implications is the organization, which is understood as a coordinated collective unit that is open to the external environment and is based and justified by the fulfillment of goals that will not be fulfilled, and which has an organizational culture. In general, the forms of thinking, feeling, and acting are characteristic of any particular organization. As (Borcan, 2021) claims that a suitable organizational culture can be understood as a competitive advantage because it plays a major role in the adoption of new technologies and processes of digitalization and digital transformation innovation in organizations.

Digitization consists of converting and storing analog data (paper files) in digital format and focuses on process & operation automation, to process information. Whereas digital transformation consists of creating completely new business models using digital information and technology (Lazarević & Marinković, 2018). In (Diaz & Montalvo, 2022) suggests factors that are related and necessary for effective digital transformation in organizations at the individual, group, and organizational levels. Theoretically, organizational culture is defined as a culture that shares beliefs and values and provides a framework for individuals from an organization to behavior and understand of the organization (Martin et al, 2017).

Based on the dynamics of the international and national strategic environment, as well as the potential use of information and communication technology in work processes within an organization and public services, it has encouraged researchers to conduct studies in the form of Implementation of the Digitalization Approach in Organizational Culture, both within the scope of the digitalization approach in Indonesia, as well as in several other countries. By conducting this research, the wabil audience, especially readers of this article, can find out the slices and benchmarks obtained from the results of this research in describing conditions in Indonesia and several other countries in the Implementation of the Digitalization Approach in Organizational Culture.

METHODS

Research design and samples, writing this article using a qualitative design. This research uses samples that come from various data sources and references which in this study will focus on previous research journals related to the Implementation of the Digitalization Approach in Organizational Culture.

Data collection is carried out by integrating perspectives from various empirical findings so that this writing is more comprehensive with support of various perspectives in conducting descriptive analysis of previous research to get an overview and approaches used to achieve research objectives and to prove research questions or hypotheses that are built (Snyder & Snyder, 2019). A literature review can be a simple summary of sources but has a pattern and combines summary and synthesis. In the literature review method, researchers are required to have various skills, such as defining topics for exploration, obtaining appropriate literary works, analyzing, and synthesizing data in writing (Ramdhani, Ramdhani & Amin, 2014). The descriptions and studies from the literature review are expected to become a comprehensive study in broadening point of view and bring an overview of the Implementation of the

Digitalization Approach in Organizational Culture.

Data analysis used in this article uses SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats). SWOT analysis is used to describe the actual conditions in implementing the digitalization approach in organizational culture. The results of the SWOT analysis obtained are then analyzed to obtain benchmark results in the form of an overview of the implementation of the digitalization approach in cross-sectoral organizational culture both within the country and in several other countries (Rangkuti, 2004).

RESULTS

According to the aims and objectives set out in this research and based on the dynamics of the international and national strategic environment, as well as the potential use of information and communication technology in work processes within an organization and public services, this has prompted researchers to conduct a study in the form of the Implementation of the Digitalization Approach in Culture Organization. Researchers seek to review and obtain ten literature that supports research activities in research. The ten literatures are described in Table 1.1 as follows.

Table 1. Literature Review Article on the Implementation of the Digitalization Approach in Organizational Culture

No	Author, Year and Location	Research Title	Method	Research Limitations	Research implications	Update and expansion of ideas
1	Musthofa (2021) Jombang, East Java	Digital Leadership in Forming Organizational Culture at Baitul Mall Wa Tamwil (BMT)	Qualitative approach	The method used in research by Mustopa Bahri has not been able to fully reflect the strengths and weaknesses of the potential implementation of organizational culture digitalization	The results obtained from using the method in Mustopa Bahri's research can complement the Benchmarking research that is being made	Through my research method in the form of a combination of qualitative and SWOT, it is hoped that it can better reflect the strengths and weaknesses of the potential for digitizing organizational culture
2	Rozikin Mochammad, (2020) Samarinda East Kalimantan	Collaboration and E-Literacy: Key to the Success of Local Government E-Government Innovations	Literature Review Approach	Research by Rozikin Mochammad is only limited to the scope of collaboration and E-Literacy	The results obtained from Rozikin Mochammad's research can become detailed objects within the scope of collaboration and E-Literacy in the research that is being made	My research is designed to be able to carry out in-depth exploration through identifying strengths, weaknesses, opportunities, and threats to implementing organizational culture digitalization

No	Author, Year and Location	Research Title	Method	Research Limitations	Research implications	Update and expansion of ideas
3	Syamsuardi, (2022) Riau Island	Improving the Performance of State Civil Apparatuses Using Digital Presence in the Riau Island Provincial Government	Qualitative approach	Research by Syamsuardi is limited to the scope of performance improvement that is affected by digitalization	The results obtained from Syamsuardi's research can complement the research benchmarking that is being made	My research is designed to be able to reflect on the implementation of digitalization in a broader scope in the form of organizational culture
4	Shayah, (2020) Hubei China	Organizational culture and innovation: A literature review	Literature Review Approach	Research by Shayah M Hazem can be a reference in integrative understanding that strengthens the analysis of the potential implementation of organizational culture digitalization	The results obtained from Shayah M Hazem's research provided an integrative understanding of the existing literature that was needed in my research	My research is designed to be able to carry out in-depth identification results and comparisons with developed theory
5	Hai, Van, Nguyen, & Tuyet, (2021) Hanoi, Vietnam	Digital Transformation: Opportunities and Challenges for Leaders in the Emerging Countries in Response to Covid-19 Pandemic	Literature Review Approach	Research by Hai Thanh Nguyen is limited to the existing conditions for responding to a pandemic	The results obtained from Hai Thanh Nguyen's research can be an overview of digital transformation in response to the weakest conditions and situations of an organization	My research is designed to describe the existing conditions and analyzes that are agile in implementing digitalization of organizational culture
6	Awaludin, (2019) Bandung, West Java	Information & communication technology (ICT) HR competence strengthening strategy in optimizing the implementation of electronic-based government systems (istem pemerintahan Berbasis elektronik : SPBE)	Experimental Approach	Awaludin Ludi's research is limited to recommendations for short-term stages reviewed based on the problems found	The results obtained from Awaludin Ludi's research can strengthen my research on an overview of the problems faced by organizations in implementing digitalization	My research is designed to be able to carry out in-depth analysis by identifying strengths, weaknesses, opportunities, and threats to the implementation of organizational culture digitalization

No	Author, Year and Location	Research Title	Method	Research Limitations	Research implications	Update and expansion of ideas
7	Wulandari, (2021)	Competency Improvement Strategy in Preparing State Civil Apparatus in the Industrial Revolution Era 4.0	Qualitative approach	The method used in research by Pramesty Wulandari Devvy has not been able to fully reflect the strengths and weaknesses of the potential implementation of organizational culture digitalization	The results obtained from Pramesty Wulandari Devvy's research can strengthen competence in preparing organizations for digital implementation	My research is designed to get an analysis that is agile in the implementation of digitalization of organizational culture
8	Salto-rivas & Novoa-herna, (2021) Cordoba, Spain	On the quality of quantitative instruments to measure digital competence in higher education: A systematic mapping study	Systematic mapping and analytical descriptive	The method used in research by Salto – Rivas Rafael only focuses on mapping the measurement of digital competency levels	The results obtained from the Salto – Rivas Rafael research can reflect the condition of digital competence in a constructive mapping manner in preparing organizations for digital implementation	My research is designed to obtain agile analysis results in the form of strengths and weaknesses in implementing organizational culture digitization, and not limited to measurement results
9	Teguh, Noermijati, & Moko, (2022)	Study of the Implementation of the Digitalization Approach in Organizational Culture	Literature Review Approach	Research by Jasrif Teguh Muhammad is limited to describing digital implementation in post-covid-19 conditions	The results obtained from Jasrif Teguh Muhammad's research have implications for the successful impact of digital and organizational transformation	My research is designed to get general analysis results and not be influenced by certain conditions
10	Serpa & Ferreira, (2022) Estoril, Portugal	Digital Organizational Culture: Contributions to a Definition and Future Challenges	Qualitative approach	Research by Serpa Sandro is limited to the influence of future challenges	The results obtained from Serpa Sandro's research have implications for strengthening my research on an overview of the problems faced by organizations in implementing digitalization	My research is designed to be able to carry out in-depth analysis by identifying strengths, weaknesses, opportunities, and threats to the implementation of organizational culture digitalization

Referring to the type of data sought to support context and content in research, researchers focused on previous research journals related to the Implementation of the Digitalization Approach in Organizational Culture. The data used is secondary data supported by similar research. Following the aims and objectives outlined in this study, based on the secondary data found, the researchers attempted

to obtain benchmark results in the form of an overview of the implementation of the digitalization approach in cross-sectoral organizational cultures both within the country and in several other countries. The researcher emphasizes the concept of literature review by using previous research with a period of the last 5 years, to get an overview of actual research in the Implementation of the Digitalization Approach in Organizational Culture.

The first study conducted by (Musthofa, 2021), which discussed digital leadership in forming organizational culture at Baitul Mall Wa Tamwil (BMT), was carried out using a qualitative approach (interviews, observations, documentation). Based on this research, Strength Points obtained in the form of digital technology play an important role thereby influencing the mindset, attitudes, and behavior of organizational members in carrying out tasks and regulations at the BMT Jombang office. The Weakness Points obtained in the form of Digital Organizing in the form of organizational culture at BMT NU Jombang Center were developed for quite a long time by the founders, leaders, and members of the organization which were socialized and taught to new members and applied in organizational activities. Opportunity points are obtained in the form of controlling and integrating technology trends by using a digital transformation that uses computer technology and software in managing cash inflows and outflows data carried out by tellers in completing work. While the Threats points obtained are in the form of, building digital literacy there are threats contained within the internal organization in the form of suitability of the vision and mission being carried out, the behavior of HR not being open to technology and new habits, as well as incisions against the interests of the leadership.

The second study, proposed by (Rozikin Mochammad, 2020), discusses Collaboration and E-Literation: Key to the Success of Local Government E-Government Innovations, through a literature review approach. Based on this research, the Strength Points obtained are in the form of strategies that can be carried out by local governments in developing e-government innovations through collaboration and e-literacy. The Weakness Points obtained are in the form of the low implementation of regional innovations affecting the low implementation of e-government in local governments. Meanwhile, opportunity points are obtained in the form of implementing e-government with support from the government in the form of Government Regulation Number 38 of 2017 concerning Regional Innovation. Implementation of regional innovation and overcoming the obstacles encountered in the development of e-government can be done in two ways, namely collaboration and increasing e-literacy. Collaboration can be carried out through government-to-government (G2G) collaboration or public-private partnerships to address financial and infrastructure problems. Meanwhile, the low level of e-literacy can be improved through training and education. Meanwhile, the Threats points obtained were in the form of very fast global changes, regional political aspects, and regional finances.

The third research, proposed by (Syamsuardi, 2022), which discusses Improving the Performance of the State Civil Apparatus Using Digital Presence in the Riau Islands Provincial Government, uses a qualitative approach. Strength points obtained in the form of programs implemented in building E-Government are developing digital ASN presence in accordance with government programs that have implemented electronic services (electronic government) with e-discipline and e-performance programs. The Weakness Points obtained are in the form of a working area consisting of 96% water and 4% land, the number of islands 2408 islands spread across five (5) Regencies and (2) cities, which causes access to the deployment and implementation of technology takes a long time. Whereas opportunity points are obtained in the context of changing a habitual ASN mindset (mindset) from non-performing ASN to performing one requiring an adaptive approach to the mastery of information technology science so that ASN individuals and workplace organizations can improve with measurable performance indicators in the Employee Performance Targets (SKP). While the Threats points obtained are in the form of the Riau Islands facing developed countries such as Singapore and Malaysia so that information technology will compete day by day with these countries and is increasingly sophisticated which requires upgrading and updating technology.

The fourth study, proposed by (Shayah, 2020) is located in the city of Hubei, China, and discusses Organizational culture and innovation: A literature review with a literature review method approach. Based on this research, the Strength points obtained are in the context of building a digital-based

organizational culture, strong communication between leaders and HR is needed, encouragement of innovation, strategy, structure, and support mechanisms. The Weakness Points obtained in the form of Digitalization in organizations will continue to be linear with the strategic environment that can change at any time and changes in trends that very quickly require new adaptations within the organization. While the opportunity point is said that in many cases, all forms of organization can be transformed into digital-based organizations. Meanwhile, the Threat point obtained is that in the era of the digital industry, change is driven by digital technology and competition that is getting tougher and faster along with the international strategic environment.

The fifth study, put forward by (Hai et al., 2021) in the city of Hanoi, Vietnam, discusses Digital Transformation: Opportunities and Challenges for Leaders in Emerging Countries in Response to Covid-19 Pandemic carried out with a literature review approach. Based on this research, Strength points are obtained in the form of In realizing digital transformation in an organization, the government needs to have the right policy framework, leadership in the public and private sectors requires digital transformation leadership skills and building the right infrastructure. The Weakness Points obtained are in the form of the Organization will always adapt to adopt and rely on unknown technology, radical changes due to the development of digital technology and its widespread spread in all markets are unavoidable. While the Opportunity points obtained are in the form of organizations facing globalization competition which encourages organizations to move digitally and strive to survive and gain competitive advantage. The Threats points obtained in this study are discussed related to the threats that are becoming fundamental in the current digital organizational transformation, namely the financial sector and limited human resource skills in the use of technology.

The sixth study, written by (Awaludin, 2019) in the city of Bandung, West Java, discusses the strategy for strengthening information & communication technology (ICT) competencies in optimizing the implementation of an electronic-based government system (SPBE) carried out with an experimental approach. Based on this research, Strength points were obtained through the strategy implemented in the form of the introduction of SPBE which succeeded in increasing the competency of Information & Communication Technology (ICT) HR. The Weakness Points obtained in the form of formulation, socialization, and implementation of SPBE digitalization within the organization require a long time. While the Opportunity points obtained were in the form of government support in collaboration with national institutions providing support as well as opportunities in the implementation of SPBE within the government environment. The Threats points obtained in this study are discussed related to threats that change along with the times in the world of technology.

The seventh study, described in research (Wulandari, 2021), provides an explanation related to Competency Improvement Strategies in Preparing State Civil Apparatuses in the Industrial Revolution Era 4.0 which is carried out using a descriptive qualitative approach. Based on this research, the Strength points obtained through the challenges of the industrial revolution 4.0 can spur the desire of workers to improve their competence. The Weakness Points obtained are in the form of increasing competence in the digital world in support of Industry 4.0, civil servant is determined by their respective duties and authorities so that they can limit digital knowledge in their organizational culture. While the Opportunity points obtained are in the form of normatively the government's seriousness towards the implementation of ASN Education and Training can be felt in government institutions. The Threats points obtained in this study are discussed related to the condition of government workers having a rating of around 95% of whom do not have competence in their fields. This becomes a serious threat when competence is needed in implementing digitalization in organizational culture.

The eighth study, described in research (Saltos-rivas & Novoa-hernia, 2021), in the city of Cordoba, Spain, provides an explanation related to the quality of quantitative instruments for measuring digital competence in higher education: A systematic mapping study using an analytical descriptive approach. Based on this research, the Strength points obtained in the form of digital competence in tertiary institutions have a good level and this is an indicator in facing the challenges of digitalization going forward. The Weakness Points obtained in the form of validity and reliability are in some cases inconsistent. This is indicated by the low reliability of digital competence. Meanwhile, the Opportunity

points obtained in an integrative manner show that evaluating digital competence in tertiary institutions is a research topic with the number of studies continuing to increase from time to time.

The ninth study, which was completed in research by (Teguh et al., 2022), provides an explanation related to the Study of the Implementation of the Digitalization Approach in Organizational Culture which was carried out using a literature review approach. Based on this research, Strength points are obtained in the form of 10 points that can grow and strengthen the Implementation of the Digitalization Approach in Organizational Culture through cross-functional collaboration, digital leadership, digital innovation culture, employee digital skills, digital technology changes orientation, digital data management, data retrieval risk, digital customer experience focus, flexibility agility, and digital mindset. The Weakness Points obtained in the form of several domestic institutions have not fully fulfilled the 10 Strength points which makes the duration needed to implement digitalization through organizational culture slow. Meanwhile, the Opportunity points obtained were in the form of government support for post-pandemic industrial growth, one of which focuses on organizations that are required to implement organizational digitalization. The Threats points obtained in this study are explained as related to the readiness of organizational culture in dealing with threats similar to pandemics which are still relatively low if the focus is on digital implementation.

The tenth study, compiled in research by (Serpa & Ferreira, 2022) in the city of Estoril, Portugal, provides an explanation related to Digital Organizational Culture: Contribution to the Definition and Challenges of the Future which is described through a qualitative approach. Based on this research, the acquisition of Strength points obtained in the digitalization approach through organizational culture is in the form of full acceptance of innovation, the ability to work together, the ability to process large volumes of data and information quickly, competence to work in complex environments, and the ability to take risks. The Weakness point explicitly regulated in this research is the application of digitalization in the scope of organizational culture which requires quite a long time and organizations must have the budget readiness to implement it. While the Opportunity points obtained in the form of a strategic environment illustrate that new technology penetrates all areas of the organization and therefore, organizations need to implement a well-planned and well-defined strategy for the entire digital transition process. The Threat points obtained in this study are related to changes in future environmental strategies, organizations must ensure that their members have the necessary and appropriate digital skills, that the organizational culture accepts & supports digital transformation, and that the leadership is highly committed to this digital change.

DISCUSSION

Based on the results and analysis carried out using SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), it was successful in describing the actual conditions for implementing the digitalization approach in organizational culture. The results and analysis obtained, as a whole, are the main findings in the Implementation of the Digitalization Approach in Organizational Culture that is currently developing domestically and globally has a similar tendency based on global Threats conditions that encourage continuous challenges of technological updates. Other similar tendencies based on the same Weakness conditions provide a statement in the form of a long period of time in developing an organizational culture towards digital. There are variations on actual conditions based on Strength points which describe the ability of collaboration, coordination, and communication which are strengths in the Implementation of the Digitalization Approach in Organizational Culture. Opportunity conditions can be described based on findings in the form of support for the development of a strategic environment and government policies that can encourage the Implementation of the Digitalization Approach in Organizational Culture.

Non-integrative comparisons of significant literature and theory occur in the findings in the fifth and ninth studies which illustrate that the pandemic situation is a factor that slows down the implementation of digitalization in organizational culture, whereas if quoted based on theory from Al-Zubi (2021) and Karpova & Proskurina (2021) explained that the change in the role of humans who are increasingly

digital is strongly supported by a process accelerated by the COVID-19 pandemic. Digital transformation consists of creating completely new business models using digital information and technology Lazarević & Marinković (2018). This is a weakness because according to the first, fourth, and tenth studies, it requires new adaptations in technology and organizational movements which have implications for the long time it takes to implement digitalization in organizational culture.

Meanwhile, an integrative comparison of the literature and theory that is currently developing is obtained based on Song, Park, & Jung (2018) stating that, in the future, there will be a shift in administration and public services driven by demands for changes in the role of humans who are increasingly digital. This is consistent with the description of opportunities in the form of developments in the strategic environment and government policies which indicate shifts in administration and public services. The theory cited regarding changes in human roles put forward by Sá et al. (2021) briefly describes the deepening of individual potential with technological relations in encouraging an increase in the quality of life of the community. This is in line with the literature in the main findings obtained in the third and eighth studies which describe the potential of individuals requiring an adaptive approach to mastery of information technology science which increases with measurable performance indicators and is evidenced by increasing developments.

The concept of changing human roles is a guideline for social development, which can have a major impact on society at all levels in terms of quality of life and sustainability of very rapid changes (Ferreira & Serpa, 2018). This is in line with the findings in the second and fourth studies which describe changes driven by digital technology and increasingly fierce and fast competition in line with the international strategic environment at all levels. Digital technology is changing not only the way organizations operate but also the way we think about organizing” Snow, Fjeldstad, & Langer (2017). This theory is also reinforced by the findings in the second, fourth, ninth, and tenth studies which generally illustrate that building a digital-based organizational culture requires strong communication between leaders and HR, encouragement of innovation, strategy, & structure, as claimed. In Borcan (2021) that an appropriate organizational culture can be understood as a competitive advantage because it plays a major role in the adoption of new technologies and the process of digitizing innovation and digital transformation in organizations.

So that the research implications based on the results of the SWOT analysis of benchmarks in the form of an overview of the implementation of the digitalization approach in cross-sectoral organizational culture both domestically and in several other countries, as well as discussions that have been carried out, this research has integrative implications for the developing literature and theory. The implications of this research can be a recapitulation of scientific research that has links between benchmark literature studies and developing theories that provide insights in the form of Strengths, Weaknesses, Opportunities, and Threats in the implementation of the digitalization approach in an organizational culture so that it can become a complete reference for stakeholders in making a policy.

As for the research limitations that can become a momentum in the development of the implementation of the digitalization approach in organizational culture in the future, what has not been described in this study is the limited sources of literature studies that have not specifically directed to the scope of government which should be the main focus in the digitalization approach. So that in the future further and specific studies are needed that refer directly to the implementation of the digitalization approach in government organizational culture as an expansion of ideas and implementation of contributions to the government.

CONCLUSION

The conclusions obtained from the results of this study in describing conditions in Indonesia and several other countries, in the Implementation of the Digitalization Approach in Organizational Culture, were reviewed based on the results of the SWOT analysis which successfully described, that the conditions of Strength, Weaknesses, Opportunity, and Threat were obtained when implementing the approach digitalization in organizational culture has integrative and non-integrative comparisons

between the literature and theories that are currently developing. This at the same time concludes that the digitalization approach applied in an organizational culture both in Indonesia and in other countries has strengths, weaknesses, opportunities, and threats that vary according to the currently developed theory.

ACKNOWLEDGEMENTS

The researcher expresses his gratitude to Allah SWT and the Lecturer in the Management Study Program at Pakuan University, who have facilitated the formation of the team, data search, and publication of this article.

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