

Digital Culture and Management Change

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Abstract

Digital culture refers to the ways in which digital technologies shape social, cultural, and economic practices. As digital technologies continue to transform our world, organizations must adapt to these changes in order to remain competitive. This has led to a shift in management practices, with many organizations adopting new strategies and approaches to better integrate digital technologies into their operations.

Effective management of digital culture requires a deep understanding of the ways in which digital technologies impact organizational practices, as well as an ability to anticipate and respond to emerging trends and technologies. This requires organizations to invest in training and development programs for their employees, as well as to create a culture of innovation and experimentation that encourages the exploration of new technologies and ideas.

Ultimately, the successful management of digital culture can help organizations to remain agile, responsive, and competitive in a rapidly changing business landscape. By embracing digital technologies and incorporating them into their operations, organizations can unlock new opportunities for growth, innovation, and success.

Key Words: Digital culture, management change, digital transformation, agile, Artificial Intelligence, organizational culture, internet of things (IOT)

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I. Introduction

The digital landscape is continuously and ever evolving. The digital transformation is penetrating to the gross root level in most of the societies. It will not be a surprise that no place is left on the earth without internet in a short span of time. Digital culture refers to the ways in which digital technologies, such as computers, the internet, and mobile devices are used by individuals and communities to interact, create, and share information. With the rapid advancement of technology, digital culture has had a profound impact on the way businesses operate, including management practices. However with the pace of change, this impacts the human fabric in terms of their culture and tradition. The changing value systems will surely influence the management culture of the organizations. No wonder that no employee is left without a mobile phone in any organization in today's world. This essay aims to explore how digital culture has affected management practices in organizations, including the challenges and opportunities that arise

Digital culture has had a significant impact on management practices, including how managers communicate, collaborate, and make decisions. The use of digital technologies has enabled managers to communicate more efficiently and effectively with employees, customers, and other stakeholders. For instance, managers can now use email, video conferencing, and instant messaging to communicate with employees located in different parts of the world. Additionally, digital technologies have made it possible for managers to collaborate with employees in real-time, using online tools such as project management software and shared document platforms.

Digital culture has also changed the way managers make decisions. With the abundance of data available through digital channels, managers can now make more informed decisions based on real-time insights. This has been made possible through the use of data analytics tools, which can collect and analyze large amounts of data from different sources. Managers can use this information to identify trends, patterns, and anomalies that may impact their business operations.

Furthermore, digital culture has also transformed the way managers monitor and evaluate employee performance. The use of digital technologies has made it possible for managers to track employee productivity and performance metrics in real-time. For instance, managers can now use time-tracking software to monitor employee work hours, while performance management tools can be used to track employee progress and provide feedback.

The essay will begin by defining digital culture and its key components. It will then discuss the ways in which digital culture has transformed organizational management, including the use of digital technologies for

communication and collaboration, the rise of remote work, and the emergence of agile and flexible management approaches. Additionally, the essay will examine the challenges and opportunities that digital culture presents for organizations, including the need to adapt to changing customer expectations, the importance of digital transformation, and the need for new management skills and competencies.

The Buzz words

Digital buzzwords are terms and phrases that have gained popularity in the digital environment due to the changes and advancements in technology. These buzzwords have a significant role in management, as they represent new and innovative ways of doing business. Here are some of the most common digital buzzwords and their role in management:

Digital Transformation: Digital transformation refers to the process of using digital technologies to fundamentally change how businesses operate. It involves the integration of digital technologies into all aspects of a business, from customer engagement to internal operations. Digital transformation is essential for businesses that want to remain competitive in the digital age, and managers need to lead this transformation in order to drive growth and innovation.

Artificial Intelligence (AI): AI refers to the use of machines and algorithms to mimic human intelligence and decision-making. AI is increasingly being used in areas such as data analysis, Chabot, and personalized marketing. Managers need to understand the potential of AI and how it can be used to improve business processes and customer experiences.

Big Data: Big data refers to the large amounts of data that are generated by digital interactions. This data can be used to gain insights into customer behavior, market trends, and other aspects of business operations. Managers need to be able to analyze and interpret big data in order to make informed decisions and drive growth.

Internet of Things (IoT): The IoT refers to the network of physical objects, such as appliances and vehicles that are connected to the internet. This allows these objects to exchange data and interact with each other. The IoT is increasingly being used in areas such as supply chain management and logistics. Managers need to be able to understand the potential of the IoT and how it can be used to improve business operations.

Cloud Computing: Cloud computing refers to the use of remote servers to store, manage, and process data. This allows businesses to access their data from anywhere and collaborate more effectively. Managers need to understand how cloud computing can be used to improve business operations and reduce costs.

Customer Experience (CX): CX refers to the overall experience that customers have when interacting with a business. In the digital environment, CX is increasingly important, as customers have more options and can quickly switch to a competitor if they are not satisfied. Managers need to prioritize CX and use digital technologies to provide personalized and seamless experiences for customers.

Social Media: Social media platforms such as Facebook, Twitter, and Instagram are increasingly important for businesses, as they provide a way to engage with customers and promote products and services. Managers need to understand how social media can be used to build brand awareness, generate leads, and drive sales.

In conclusion, digital buzzwords have a significant role in management, as they represent new and innovative ways of doing business in the digital environment. Managers need to understand these buzzwords and how they can be used to drive growth and innovation. By embracing digital transformation and leveraging digital technologies, businesses can stay competitive and succeed in the digital age.

III. Review of Literature

Digital culture and management change has been the subject of extensive literature in the 21st century due to the rapid advancement of technology and the resulting shift in organizational practices. In this review, we will examine some of the key themes and trends that have emerged in the literature on digital culture and management change.

One of the most prominent themes in the literature on digital culture and management change is the impact of technology on organizational practices. Digital tools such as social media, cloud computing, and mobile devices have enabled employees to work remotely and have created new channels for communication and knowledge sharing within organizations.

Another key theme in the literature on digital culture and management change is the role of leadership in fostering a digital culture within organizations. Scholars have emphasized the importance of leadership in driving the adoption of digital technologies and in creating a culture of innovation and experimentation. Leaders who embrace digital culture and are open to new technologies and practices are more likely to create a culture that supports innovation and change.

A third theme in the literature on digital culture and management change is the need for organizations to develop new skills and competencies to thrive in the digital age. Scholars have identified a range of new skills that are becoming increasingly important in the digital era, including digital literacy, data analysis, and collaboration. Organizations that invest in developing these skills are more likely to succeed in the digital age.

A fourth theme in the literature on digital culture and management change is the importance of organizational culture in driving digital transformation. Scholars have emphasized the need for organizations to develop a culture that supports innovation and experimentation, and that encourages employees to take risks and learn from failure. Organizational cultures that are hierarchical and risk-averse are less likely to support digital transformation.

Finally, scholars have examined the impact of digital culture and management change on various industries and sectors. Some studies have focused on the impact of digital culture on the creative industries, while others have looked at the impact of digital culture on healthcare, education, and other sectors. These studies have highlighted the ways in which digital technologies are transforming traditional practices and creating new opportunities for innovation and growth.

Related Studies

1. A systematic Review of the Literature on Digital transformation: Insights and Implications for Strategy and Organizational change: By Andre Hanelt et al (Journal of Management studies 2020): In this article they provide a systematic review of the extensive yet diverse literature on Digital Transformation. They found that the nature of digital transformation is partially covered by conventional frameworks of organization change. On the basis of the analysis they derive a research agenda and provide managerial implications for strategy and change.

2. Change Management is an Imperative ingredient for digital culture: Viloo Willams CIO& Head-Digital Transformation, Sir H.N. Reliance Foundation Hospitals talks to ETCIO (24, Mar 2022) and stated that how the work force is apprehensive of the complexities associated the change and ways of doing the work. He expressed and concerned that more effort would needed to improve their skills and knowledge. Since Health care deals with human lives, the service delivered and information and data collected shall be dealt a lot of care and accuracy, and digital functions and processes should not leave any error. William explained that if the health care center is moving from manual to digital, adoption is challenging. Because the care givers either believe that the computers and data collection will increase the work load or they will become redundant as the computers will do every administrative function.

3. Digital Culture and Employees by Dr. Masuk Cahit Uysal, (Oct 2021- Research Gate) in this study it is observed that the digital culture is formed due to organizational culture which has an important place in formation of identities and activities of the organizations that exist in business life is also affected by the digitalization.

4. Digital Culture A hurdle or A catalyst in employee engagement by Ms. Yuvika Singh and Dr. Heena Atwal: (Jan 2019, International Journal of Management Studies) This study emphasizes and throws light on how the technology and culture plays the role in leading digital transformation and employee engagement.

5. Digital Innovation culture A Systematic Literature Review by Daniel Kiefer, C Van Dinther and Julian Spitzmiller: (March 2021, conference paper –Research Gate)The purpose of this study is to identify characteristics of organization culture that foster digital innovation. The authors scrutinized 778 articles and filter and finally 23 articles have been used through a methodical research. They determine the characteristics of organization culture that foster digital innovation as: : corporate entrepreneurship, digital awareness and necessity of innovations, digital skills and resources, ecosystem orientation, employee participation, agility and organizational structures, error culture and risk-taking, internal knowledge sharing and collaboration, customer and market orientation as well as open-mindedness and willingness to learn.

In conclusion, the literature on digital culture and management change has identified a range of themes and trends that are shaping the way organizations operate in the 21st century. The impact of technology on organizational practices, the role of leadership in fostering a digital culture, the need for new skills and competencies, the importance of organizational culture, and the impact of digital culture on different industries and sectors are all key areas of research in this field. As organizations continue to navigate the challenges and opportunities of the digital age, this literature will continue to grow and evolve

Defining Digital Culture

Digital culture refers to the set of values, behaviors, and practices that have emerged from the widespread use of digital technologies. This includes the use of social media, mobile devices, cloud computing, and other digital tools to create and share information, as well as the adoption of new modes of communication and collaboration that allow individuals and organizations to work together more effectively.

The key components of digital culture include:

1. Digital literacy: the ability to use digital tools and technologies to communicate, collaborate, and create content.
2. Networked communication: the use of digital platforms such as social media, email, and instant messaging to connect with others and share information.
3. Data-driven decision-making: the use of data and analytics to inform business decisions and strategies.

4. Agile and flexible management approaches: the ability to adapt quickly to changing circumstances and respond to customer needs in real-time.
5. Remote work: the ability to work from anywhere using digital tools and technologies.

Digital Culture and Organizational Management

Digital culture refers to the way in which digital technology has transformed human behavior and social norms. It has become an integral part of modern society and has revolutionized many aspects of our lives, including the way we work and manage organizations. Digital culture has enabled the development of new technologies that have led to significant changes in the way we manage and organize work.

The rise of digital culture has transformed organizational management in a number of ways. One of the most significant changes has been the adoption of digital technologies for communication and collaboration. Digital tools such as email, instant messaging, and video conferencing have enabled employees to communicate and work together more effectively, regardless of their physical location. This has led to the rise of remote work, which has become increasingly popular in recent years as a result of the COVID-19 pandemic.

Another way in which digital culture has impacted organizational management is through the emergence of agile and flexible management approaches. Agile management is a methodology that emphasizes the importance of collaboration, customer feedback, and continuous improvement. It is characterized by short, iterative cycles of work, in which teams work together to deliver small, incremental improvements to products or services. This approach is well-suited to digital culture, which values flexibility and responsiveness to changing circumstances.

In addition to these changes, digital culture has also led to the emergence of new management tools and techniques, such as data analytics and machine learning. These tools allow organizations to analyze large amounts of data and make data-driven decisions, which can lead to more effective business strategies and better customer outcomes.

Challenges and Opportunities

While digital culture presents many opportunities for organizations, it also poses a number of challenges. One of the biggest challenges is the need to adapt to changing customer expectations. Digital technologies have enabled customers to access information and services more easily than ever before, and they have come to expect a high level of convenience and responsiveness from the organizations they interact with. As a result, organizations must be prepared to meet these expectations by adopting new digital tools and approaches to customer engagement. As new technologies emerge, organizations must be able to quickly adopt and integrate them into their operations. This requires significant investments in technology, as well as ongoing training for employees to ensure they are up-to-date with the latest digital tools and platforms.

Another challenge presented by digital culture is the need for digital transformation. This involves the adoption of new technologies and processes to improve business efficiency and customer outcomes. Digital transformation can be a complex and challenging process, requiring significant investment in digital assets.

Another challenge associated with digital culture is the need to manage the increasing amounts of data generated by digital channels. This data can be overwhelming for managers, and organizations must invest in data management tools and resources to ensure that they can effectively collect, analyze, and use this data.

Additionally, digital culture has also brought new opportunities for organizations to improve management practices. For instance, digital technologies have made it possible for managers to gather real-time feedback from customers and employees, which can help improve decision-making and employee performance. Similarly, social media platforms can be used by managers to engage with customers and build brand loyalty.

The Evolution of Management

Management is the process of coordinating resources to achieve organizational goals. It has evolved over time, with various schools of thought emerging as society changes. The classical management approach, which emerged in the early 20th century, focused on improving efficiency and productivity through the standardization of processes and procedures. This approach was later replaced by the human relations approach, which emphasized the importance of employee motivation and job satisfaction. Needs hierarchy theories, The contingency approach, which emerged in the 1960s, argued that there is no one-size-fits-all management approach and that management strategies should be tailored to the specific situation, and lately Business process Management(BPM)

The digital age has brought about a new era of management, known as digital management. Digital management is the use of digital technology to manage and organize work. It has emerged as a response to the challenges and opportunities created by the digital revolution. Digital management is characterized by its focus on collaboration, flexibility, and innovation. It has transformed the way we work and has enabled us to work faster, more efficiently, and more creatively.

Digital Culture and Management Change

Digital culture has had a significant impact on management change, enabling the development of new management practices and techniques. These practices and techniques have been designed to leverage the benefits of digital technology while overcoming the challenges it presents. The changes in the digital environment have had a significant impact on management practices. Here are some of the most significant ways in which management has been affected:

Data-driven decision-making: With the increase in data available, businesses are now able to make more informed decisions. This has led to a shift towards data-driven decision-making, with managers relying on data and analytics to inform their decisions.

Agile management: The rise of mobile devices and cloud computing has enabled teams to work remotely and collaborate more effectively. This has led to a shift towards agile management practices, where teams are empowered to make decisions and work together to achieve goals.

Customer-centricity: With the rise of social media and other digital channels, businesses are now able to engage with customers more directly. This has led to a focus on customer-centricity, with managers prioritizing customer satisfaction and loyalty.

Personalization: Advances in AI have made it possible for businesses to provide more personalized experiences for customers. This has led to a focus on personalization, with managers using AI to tailor products and services to individual customers.

Innovation: The digital environment is constantly changing, and businesses need to be able to innovate in order to stay ahead of the competition. This has led to a focus on innovation, with managers encouraging creativity and experimentation in order to develop new products and services.

Digital culture has enabled the development of new technologies and techniques that have transformed the way we innovate. Rapid prototyping, design thinking, and agile development are just a few examples of the new techniques that have emerged in the digital age. These techniques enable organizations to innovate faster and more effectively, resulting in more successful products and services

Collaboration

Digital culture has enabled the development of collaborative tools that have transformed the way we work. Collaborative tools such as online document sharing, video conferencing, and project management software have made it easier for teams to work together regardless of their location. Collaboration has become an essential part of modern work, enabling organizations to tap into the collective intelligence of their workforce. Collaborative tools have enabled teams to share knowledge and expertise, resulting in more innovative and effective solutions.

Flexibility

Digital culture has enabled new levels of flexibility in the workplace. Remote work, flexible schedules, and mobile devices have made it possible for employees to work from anywhere at any time. This flexibility has enabled organizations to attract and retain top talent, regardless of their location. It has also enabled employees to achieve a better work-life balance, resulting in increased job satisfaction and productivity.

Challenges

Despite the many benefits of digital culture, it presents several challenges that must be addressed. These challenges include:

Security

Digital technology presents significant security risks, including cyber-attacks, data breaches, and identity theft. Organizations must implement robust security measures to protect their data and the data of their customers. Failure to do so can result in significant financial and reputational damage.

Digital Divide

Digital culture has created a digital divide between those who have access to digital technology and those who do not. This divide can lead to unequal opportunities and outcomes, particularly in education and employment. Organizations must take steps to ensure that digital technology is accessible to all employees, regardless of their location or background.

Work-Life Balance

Digital technology has enabled constant connectivity, blurring the lines between work and home life. This can result in increased stress and burnout, particularly for remote workers. Organizations must develop a balancing environment between work and private life of workers.

Talent management: The digital environment requires a different set of skills than traditional management. Managers need to be able to identify and develop talent with skills such as data analysis, social media marketing, and AI development.

Leadership

Finally, digital culture has had a significant impact on leadership in the workplace. Digital technology has enabled leaders to become more data-driven in their decision-making. They have access to more data than ever before, and digital tools such as dashboards and analytics tools have made it easier for them to analyze and make decisions based on that data.

Digital technology has also enabled leaders to become more collaborative and inclusive in their leadership styles. Leaders can now communicate and collaborate with their teams in real-time, regardless of their location. This has enabled leaders to be more involved in the day-to-day operations of their teams and to provide more guidance and support to their employees.

Digital Culture and Management Practices

The Three major subdivisions will explain how the digital culture has emerged to impact management practice and adopt the new management dynamics.

Section 1: Digital culture

Digital culture has changed the way managers interact with employees, customers, and suppliers, leading to new management practices. One significant impact of digital culture on management change is the use of digital tools and platforms for communication and collaboration. For example, social media platforms such as LinkedIn, Facebook, and Twitter provide new avenues for managers to interact with employees and customers, enhancing communication and collaboration. Digital tools such as Slack, Zoom, and Microsoft Teams have also transformed the way managers communicate and collaborate with employees. These digital tools have led to more flexible and agile management practices, enabling managers to communicate and collaborate with employees across different locations and time zones.

Another impact of digital culture on management change is the use of data analytics and automation. Data analytics has become a critical tool for managers to make informed decisions, monitor business performance, and identify opportunities for improvement. Automation, on the other hand, has transformed the way businesses operate, leading to increased efficiency and productivity. Managers can now use automation tools to streamline repetitive tasks, freeing up time for more strategic activities.

The use of digital technologies has also led to new management practices in areas such as marketing and customer service. For example, digital marketing has become a critical component of business operations, enabling businesses to reach customers through various channels such as email, social media, and search engines. Digital technologies such as chatbots and virtual assistants have also transformed the way businesses interact with customers, providing 24/7 customer support and enhancing customer experience.

Section 2: Challenges of digital culture on management change

Despite the benefits of digital culture on management change, there are also significant challenges that businesses face. One significant challenge is the need for businesses to keep up with technological advancements. The pace of technological change is rapid, and businesses must invest in new technologies and skills to remain competitive. This can be challenging, especially for small and medium-sized businesses with limited resources.

Another challenge is the need for businesses to manage the growing amount of data generated by digital technologies. Data privacy and security have become critical issues, and businesses must ensure that customer data is protected. Additionally, businesses must be able to analyze and make sense of the data to derive insights and inform decision-making.

The use of digital technologies has also led to new management challenges in areas such as communication and collaboration. For example, virtual communication can lead to misunderstandings and misinterpretations, and managers must develop new communication skills to effectively manage remote teams. Additionally, the use of digital technologies has led to the blurring of boundaries between work and personal life, leading to challenges in managing employee well-being and work-life balance.

Section 3: Opportunities of digital culture on management change

Despite the challenges, digital culture presents significant opportunities for businesses. One significant opportunity is the ability to reach a wider audience through digital marketing and e-commerce. Businesses can now reach customers across the globe, providing new opportunities for growth and expansion.

Another opportunity is the ability to leverage data analytics to gain insights into customer behavior and preferences. By analyzing customer data, businesses can develop targeted marketing campaigns and tailor their products and services to meet customer needs. Data analytics can also help businesses identify areas for improvement, such as supply chain efficiency or product quality, leading to increased competitiveness and profitability.

The use of digital technologies has also led to increased efficiency and productivity, enabling businesses to streamline their operations and reduce costs.

Impact of Digital Culture on Organizations:

Digital culture has had a significant impact on organizations. One of the most significant changes has been the rise of remote work. Digital tools have made it possible for employees to work from anywhere in the world, and this has led to a shift away from traditional office structures. Remote work has also led to changes in the way organizations manage their workforce. Managers have had to adapt to managing teams that are not physically present in the same location.

Digital culture has also led to changes in the way organizations communicate. Social media and messaging platforms have made it easier for employees to communicate with each other and with their managers. This has led to more frequent communication and increased collaboration between teams.

Another impact of digital culture on organizations is the rise of data-driven decision making. Digital tools have made it possible for organizations to collect and analyze large amounts of data. This has led to a greater emphasis on data-driven decision making, which has in turn led to changes in management practices.

Changes in Management Practices:

Digital culture has led to significant changes in management practices. One of the most significant changes has been the rise of new management styles. Digital tools have made it possible for managers to adopt new management styles that are more flexible and adaptive to change. One such style is agile management, which is based on the principles of flexibility, adaptability, and collaboration. Agile management has become increasingly popular in organizations that operate in fast-paced, dynamic environments.

Digital culture has also led to changes in the way managers interact with their teams. Managers are now expected to be more accessible and responsive to their teams. Digital tools have made it possible for managers to communicate with their teams in real-time and to be available outside of traditional working hours. This has led to a blurring of the boundaries between work and personal life, which can be both positive and negative.

Another significant change in management practices has been the rise of digital tools in management. Digital tools such as project management software, time-tracking tools, and virtual meeting platforms have become essential for managing remote teams. These tools have made it possible for managers to monitor their teams' progress, assign tasks, and collaborate with team members in real-time.

Conclusion:

Digital culture has had a profound impact on management practices in organizations, including the way managers communicate, collaborate, and make decisions. While digital technologies have brought significant benefits, they have also presented new challenges that organizations must address. These challenges include the need to adapt to rapid technological change continually and manage increasing amounts of data generated by digital channels. Despite these challenges, digital culture presents significant opportunities for organizations to improve management practices and drive business success. As such, organizations must continue to invest in digital technologies and adopt a digital-first mindset to remain competitive in today's digital economy. This does not end at one specific growth stage, instead it moves on further and then start declining when the organization failure to produce and exploit the resources after a particular stage. Of course new technologies replace the existing and then move on replacing the old ones. At a stage, it would be no alternative except rely on human element. The business only can progress as long as they gain. Besides wide spread digital life across the globe, the maximum potential being exploited by the Big Five Tech companies. The emergent competition which is inherent in the business world a continuous innovation and research leads to cut short the others to sustain in the business so long as who survives the fittest. The game is not over; Pandora's Box is still open especially for the Big Five and others to follow to play their part to survive.

The inherent character of dialectical nature of emergence, growth and decline is the cycle that encompasses the digital technologies too. Besides forth coming AI technologies and their role in the business world, the role of human element cannot be underestimated. But we need to wait and see how the global economic scene will change and who could lead and who follows. The question here is the changing cultural ethos. The ubiquitous cultural norms are subject to ride on new direction which the societies, the managements to embrace.

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