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***Organizational Culture as a Driver of Technology Innovation Management: A Qualitative Review***

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**ABSTRACT**

*Organizational culture has increasingly been recognized as a critical factor in the successful management of technology-driven innovation, particularly in the context of rapid digital transformation. Despite extensive research on innovation and technology adoption, existing studies often address organizational culture, innovation, and digital transformation in a fragmented manner. This study aims to examine the role of organizational culture in technology innovation management through a qualitative literature review. The review analyzes recent and reputable international studies to identify key cultural mechanisms that influence innovation processes and outcomes. Using a qualitative content analysis approach, the selected literature was systematically examined to identify recurring themes related to organizational culture, leadership, digital transformation, and innovation performance. The findings reveal that organizational culture plays a central role in technology innovation management by shaping employee behavior, leadership effectiveness, digital capabilities, and strategic alignment. Innovation is found to frequently mediate the relationship between organizational culture and organizational performance, while digital transformation both depends on and reshapes organizational culture, indicating a reciprocal relationship. Furthermore, cultural resistance, lack of digital mindset, and misalignment of values emerge as major challenges in technology-driven innovation initiatives. This study contributes to the innovation management literature by providing an integrative synthesis that positions organizational culture as a strategic and dynamic capability in technology innovation management. The findings offer theoretical insights and practical implications for organizations seeking to align cultural transformation with technological innovation to achieve sustainable competitive advantage.*

**Keywords:** *Organizational Culture; Technology Innovation Management; Digital Transformation; Innovation Performance*

## **1. Introduction**

Rapid technological advancement and digital transformation have fundamentally reshaped how organizations compete, innovate, and sustain performance across industries. Digital technologies are increasingly viewed not merely as operational tools but as strategic enablers of product, process, and business model innovation that allow firms to respond to dynamic market demands and technological disruption (Bresciani et al., 2021). However, empirical observations indicate that organizations adopting similar digital technologies often experience markedly different innovation outcomes, suggesting that technological capability alone is insufficient to ensure innovation success (Cao et al., 2025).

Building on this observation, prior studies have consistently identified organizational culture as a critical factor influencing innovation capability, creativity, and organizational performance. A supportive and adaptive organizational culture fosters knowledge sharing, experimentation, and risk-taking, which are essential for innovation, particularly within small and medium-sized enterprises (SMEs) operating under resource constraints (Amoa-Gyarteng, 2024). Furthermore, innovation has been shown to mediate the relationship between organizational culture and organizational performance, underscoring culture's foundational role in translating strategic intent into tangible outcomes (Imran et al., 2022).

As organizations increasingly pursue digital transformation initiatives, the relevance of organizational culture becomes even more pronounced. Digital transformation alters work processes, decision-making structures, and employee roles, often requiring shifts in values, norms, and behaviors (Kraus et al., 2021). Empirical evidence from various sectors, including healthcare, reveals that many digital transformation efforts fail or underperform due to cultural resistance, misalignment of organizational values, and inadequate leadership support, despite substantial investments in digital technologies (Dal Mas et al., 2023).

Recent research further indicates that the relationship between organizational culture and digital transformation is not unidirectional. Rather, digital transformation initiatives actively reshape organizational culture across multiple hierarchical levels, influencing communication patterns, power dynamics, and innovation practices (Pfaff et al., 2023). This reciprocal interaction suggests that organizational culture both enables and is transformed by technology-driven change, highlighting the need for integrative perspectives that consider culture and technology as interdependent elements of innovation management.

Despite growing scholarly attention, existing literature remains fragmented in its treatment of organizational culture, innovation, and technology management. Many studies focus on specific industries or national contexts, limiting the generalizability of findings, while others examine culture, innovation, or digital transformation in isolation rather than as a cohesive system (Mingaleva et al., 2022; Saldanha et al., 2021; Zhang et al., 2023). As a result, a comprehensive understanding of how organizational culture supports technology innovation management across contexts remains underdeveloped.

From an innovation management perspective, prior research tends to emphasize innovation outcomes, such as performance and competitiveness, rather than the cultural mechanisms that shape innovation processes. Although leadership, employee voice, and creativity have been linked to organizational culture, there is limited synthesis explaining how cultural dimensions interact with digital strategies, technological capabilities, and managerial practices to drive sustained innovation (Zhang & Bartol, 2022; Pedraza-Rodríguez et al., 2023). Similarly, while digital culture has been identified as a mediator between digital strategy and digitalization outcomes, integrative frameworks connecting these elements are still scarce (Proksch et al., 2024; Hasan et al., 2025).

The urgency of addressing these gaps is heightened by increasing environmental uncertainty, technological disruption, and competitive pressure faced by contemporary organizations. Firms, particularly SMEs and technology-intensive organizations, must simultaneously manage cultural transformation and technological innovation to achieve sustainable development and long-term competitiveness (Amoa-Gyarteng, 2024; Mingaleva et al., 2022). Without cultural alignment, investments in digital technologies risk generating limited value and unintended organizational consequences.

In response to these challenges, this study aims to contribute to the literature by conducting a qualitative literature review that systematically examines the role of organizational culture in technology innovation management. The novelty of this study lies in its integrative approach, which synthesizes interdisciplinary and cross-sectoral evidence to identify key cultural dimensions, mechanisms, and managerial implications relevant to technology-driven innovation. Specifically, this study seeks to (1) identify dominant cultural characteristics associated with successful technology innovation, (2) analyze how organizational culture mediates and moderates innovation outcomes within digital transformation contexts, and (3) develop a synthesized conceptual understanding to guide future research and managerial practice.

## 2. Literature Review

### Organizational Culture and Innovation

Organizational culture has long been recognized as a fundamental determinant of innovation capability and organizational effectiveness. Culture shapes shared values, norms, and behavioral expectations that influence how individuals perceive opportunities, respond to uncertainty, and engage in innovative activities. Empirical evidence indicates that organizations characterized by adaptive, collaborative, and learning-oriented cultures tend to exhibit higher levels of innovation and performance, particularly in dynamic and competitive environments (Amoa-Gyarteng, 2024). Similarly, Mingaleva et al. (2022) emphasize that effective organizational culture management constitutes a core element of innovative and sustainable enterprise development, as culture governs employees' openness to change and long-term strategic orientation.

Beyond its direct influence, organizational culture also operates through mediating mechanisms that link managerial practices to innovation outcomes. Imran et al. (2022) demonstrate that innovation mediates the relationship between organizational culture and organizational performance, suggesting that culture enhances performance primarily by fostering innovative behaviors. Pedraza-Rodríguez et al. (2023) further highlight the role of management skills embedded within organizational culture, showing that leadership competencies and cultural values jointly function as sources of organizational innovation. These findings underscore the centrality of culture as both a structural and behavioral foundation for innovation processes.

### Organizational Culture, Leadership, and Employee Creativity

The relationship between organizational culture and innovation is also closely intertwined with leadership and employee-level factors. Leadership styles that encourage participation, voice, and psychological safety are more likely to nurture creative behaviors within supportive cultural contexts. Zhang and Bartol (2022) empirically demonstrate that organizational culture moderates the relationship between transformational leadership and employee creativity, indicating that leadership effectiveness in promoting innovation is contingent upon cultural conditions. This interaction highlights that innovation does not emerge solely from individual capabilities but from the alignment between leadership practices and shared organizational values.

Furthermore, organizational culture influences how employees interpret and engage with innovation initiatives. Cultures that value experimentation, learning from failure, and continuous improvement create environments conducive to sustained innovation. Conversely, rigid and control-oriented cultures may suppress creative expression and risk-taking, thereby constraining innovation outcomes even in technologically advanced organizations (Amoa-Gyarteng, 2024; Imran et al., 2022). These insights reinforce the need to examine innovation as a culturally embedded process rather than a purely technical or structural outcome.

### Digital Transformation and Innovation Management

The growing prevalence of digital transformation has intensified scholarly interest in the relationship between technology and innovation management. Digital technologies serve as catalysts for innovation by enabling new forms of value creation, enhancing operational flexibility, and supporting novel business models (Bresciani et al., 2021). However, research consistently shows that digital transformation outcomes vary significantly across organizations, even when similar technologies are adopted (Cao et al., 2025). This variation suggests that digital innovation is shaped not only by technological infrastructure but also by organizational and cultural contexts.

In sectors such as healthcare, where digital transformation is both complex and highly regulated, cultural factors become particularly salient. Kraus et al. (2021) and Dal Mas et al. (2023) identify cultural resistance, lack of digital mindset, and organizational inertia as major barriers to successful digital transformation. Their findings reveal that technological readiness must be accompanied by cultural alignment to translate digital initiatives into meaningful innovation outcomes. These studies position organizational culture as a critical enabler of technology-driven innovation rather than a passive contextual variable.

#### 2.4 Reciprocal Relationship Between Digital Transformation and Culture

Recent literature advances the understanding of organizational culture by emphasizing its dynamic and reciprocal relationship with digital transformation. Pfaff et al. (2023) argue that digital transformation not only depends on organizational culture but also actively reshapes it across hierarchical levels, influencing communication patterns, power relations, and innovation routines. This perspective challenges linear models that treat culture solely as an antecedent of innovation and highlights the co-evolution of culture and technology within organizations.

At the strategic level, Proksch et al. (2024) demonstrate that digital culture and digital capabilities mediate the relationship between digital strategy and digitalization outcomes in new ventures. This finding suggests that digital strategies yield innovation benefits only when supported by appropriate cultural orientations. Similarly, Hasan et al. (2025) show that organizational culture plays a decisive role in enabling digital transformation and modern practices among SMEs, reinforcing the argument that culture is a strategic asset in technology innovation management.

### 3. Research Methods

This study employs a qualitative literature review approach to examine the role of organizational culture in technology innovation management. A qualitative literature review is considered appropriate because it allows for an in-depth and interpretative synthesis of existing theories, concepts, and empirical findings related to organizational culture, innovation, and digital transformation. The data sources for this study consist of peer-reviewed journal articles and reputable international conference proceedings published in English, primarily drawn from Scopus-indexed and internationally recognized journals in the fields of management, innovation studies, organizational behavior, and information systems. The literature search was conducted using combinations of keywords such as organizational culture, technology innovation, innovation management, digital transformation, and digital culture, with Boolean operators applied to ensure comprehensive and focused retrieval of relevant studies. The review prioritizes publications from the last five years to capture recent developments and contemporary perspectives on the relationship between organizational culture and technology-driven innovation.

To ensure the relevance and quality of the selected literature, inclusion criteria were applied, including studies that explicitly discuss organizational culture in relation to innovation, technology management, or digital transformation, as well as articles that present empirical evidence, conceptual models, or systematic reviews. Articles that did not clearly address the intersection of organizational culture and innovation or lacked sufficient methodological or theoretical explanation were excluded from the analysis. The selected studies were then analyzed using qualitative content analysis, involving iterative reading, coding, and categorization of key concepts and themes. This process enabled the identification of dominant patterns related to cultural dimensions, leadership roles, digital capabilities, and innovation outcomes. The synthesis emphasized comparison and integration across studies rather than isolated summaries, allowing for the development of a coherent and comprehensive understanding of how organizational culture influences technology innovation management. To enhance the rigor and credibility of the review, the study applied transparent selection procedures, cross-study comparison, and reflective interpretation, ensuring that the findings provide a reliable foundation for theoretical advancement and practical implications in innovation management.

This study was conducted in Pekanbaru City from September 2024 to January 2025 using a quantitative research approach. A quantitative method was selected because it enables data to be measured numerically and analyzed objectively using statistical techniques to examine relationships among variables. The population of this study comprised users of the Shopee e-commerce platform in Pekanbaru City. As the exact population size was unknown, the sample size was determined using a rule-of-thumb approach, resulting in a total of 150 respondents. The sampling technique employed was non-probability sampling with an accidental sampling method,

in which respondents were selected based on their availability and willingness to participate during the data collection process.

This study examined three independent variables, namely service quality, brand image, and electronic word of mouth (eWOM), and one dependent variable, consumer loyalty. Service quality was measured using indicators of reliability, responsiveness, assurance, empathy, and tangibility. Brand image was assessed based on product attributes, perceived benefits, brand personality, and brand attitude. Electronic word of mouth (eWOM) was measured using indicators related to online reviews, online recommendations, frequency of reading online reviews, and consumers' confidence after reading positive online reviews. Consumer loyalty was measured using indicators of repeat purchases, resistance to negative company perceptions, and willingness to provide referrals. All variables were measured using an interval scale.

The data used in this study consisted of both primary and secondary data. Primary data were collected through a structured questionnaire distributed to respondents who had experience shopping on the Shopee platform, while secondary data were obtained from relevant literature, previous studies, and supporting documents. Prior to hypothesis testing, the data were subjected to validity and reliability tests to ensure the accuracy and consistency of the measurement instruments. Validity testing was conducted using corrected item-total correlation, while reliability testing was performed using Cronbach's alpha coefficient.

Data analysis was carried out using the Statistical Package for Social Sciences (SPSS). Descriptive statistical analysis was first conducted to describe the characteristics of respondents and the distribution of research variables. To test the research hypotheses, multiple linear regression analysis was employed to examine the effect of service quality, brand image, and electronic word of mouth (eWOM) on consumer loyalty. Before performing the regression analysis, classical assumption tests were conducted, including normality testing to assess data distribution, multicollinearity testing to ensure independence among independent variables, and heteroscedasticity testing to confirm variance homogeneity.

The multiple linear regression model treated consumer loyalty as the dependent variable, while service quality, brand image, and electronic word of mouth (eWOM) were treated as independent variables. Hypothesis testing was conducted using the t-test to examine the partial effect of each independent variable on consumer loyalty, while the F-test was used to evaluate the simultaneous effect of all independent variables. The coefficient of determination ( $R^2$ ) was also analyzed to determine the proportion of variance in consumer loyalty explained by the independent variables. All statistical tests were conducted at a significance level of 5 percent.

## 4. Results and Discussions

### Overview of Thematic Findings

Based on the qualitative analysis of the selected literature, the findings indicate that organizational culture plays a central and multifaceted role in technology innovation management. The reviewed studies consistently highlight that organizational culture influences innovation outcomes both directly and indirectly through leadership, employee behavior, digital capabilities, and strategic alignment. From the synthesis process, four dominant themes emerged: (1) organizational culture as a driver of innovation performance, (2) the mediating and moderating role of innovation and digital culture, (3) cultural challenges in digital transformation processes, and (4) reciprocal interactions between organizational culture and technology innovation management.

### Organizational Culture as a Driver of Innovation Performance

The reviewed literature provides strong evidence that organizational culture serves as a fundamental driver of innovation performance and organizational outcomes. Studies consistently demonstrate that adaptive, collaborative, and learning-oriented cultures foster innovation capability by encouraging experimentation, knowledge sharing, and creative problem-solving. Amoa-Gyarteng (2024) shows that organizational culture significantly enhances innovation and performance, particularly in SMEs, where cultural alignment compensates for limited technological and financial resources. Similarly, Mingaleva et al. (2022) emphasize that effective

management of organizational culture is essential for innovative and sustainable enterprise development.

Empirical findings further indicate that innovation acts as a mechanism through which culture translates into performance outcomes. Imran et al. (2022) confirm that innovation mediates the relationship between organizational culture and organizational performance, reinforcing the argument that culture contributes to performance primarily by enabling innovation. Pedraza-Rodríguez et al. (2023) complement this perspective by demonstrating that management skills embedded within organizational culture function as sources of innovation, highlighting the integration of leadership competence and cultural values in innovation management.

### **Organizational Culture, Leadership, and Employee-Level Innovation**

Another recurring theme concerns the interaction between organizational culture, leadership, and employee creativity. The literature indicates that leadership practices are more effective in stimulating innovation when supported by a conducive organizational culture. Zhang and Bartol (2022) find that organizational culture moderates the relationship between transformational leadership and employee creativity, suggesting that leadership-driven innovation depends on cultural conditions that promote employee voice and psychological safety.

Furthermore, cultural environments that emphasize trust, empowerment, and openness to change enhance employees' willingness to engage in innovative behaviors. Conversely, rigid and hierarchical cultures tend to inhibit creativity and experimentation, even when organizations possess advanced technological infrastructures (Amoa-Gyarteng, 2024; Imran et al., 2022). These findings underscore that innovation management is not solely a technological or strategic issue but is deeply rooted in human and cultural dimensions.

### **Cultural Challenges in Digital Transformation and Technology Innovation**

The literature also reveals significant cultural challenges associated with digital transformation initiatives. While digital technologies provide opportunities for innovation, their successful implementation is often constrained by cultural resistance, lack of digital mindset, and misalignment between organizational values and technological change. Studies in healthcare and other complex sectors highlight that digital transformation efforts frequently underperform due to cultural barriers rather than technological limitations (Kraus et al., 2021; Dal Mas et al., 2023).

Cao et al. (2025) demonstrate that organizational culture interacts with digital transformation processes to shape product innovation outcomes, suggesting that cultural readiness is a prerequisite for realizing innovation benefits from digital technologies. Hasan et al. (2025) similarly show that organizational culture plays a decisive role in enabling digital transformation and modern practices among SMEs, reinforcing the importance of cultural alignment in technology innovation management.

### **Reciprocal Relationship Between Organizational Culture and Digital Innovation**

Beyond viewing culture as an antecedent, recent studies emphasize the reciprocal relationship between organizational culture and digital transformation. Pfaff et al. (2023) find that digital transformation initiatives actively reshape organizational culture across hierarchical levels, influencing communication patterns, decision-making structures, and innovation routines. This finding suggests that culture and technology co-evolve within organizations rather than operate in a linear cause-effect relationship.

Proksch et al. (2024) further demonstrate that digital culture and digital capabilities mediate the relationship between digital strategy and digitalization outcomes, highlighting culture as a dynamic strategic resource. At the same time, Saldanha et al. (2021) provide cross-national evidence showing that ICT moderates the influence of culture on innovation, indicating that cultural effects vary depending on technological and institutional contexts. Zhang et al. (2023) reinforce this view by showing that the impact of organizational culture on innovation performance depends on managerial and environmental conditions.

## Organizational Culture in Technology Governance and Decision-Making

The reviewed studies also highlight the role of organizational culture in technology-related governance and decision-making processes. Zaim and Subriadi (2024) show that organizational culture influences portfolio management decisions related to information technology, suggesting that cultural values shape how organizations prioritize and manage technological investments. Similarly, Suherman et al. (2024) find that organizational culture significantly affects employee performance in the technology industry, further emphasizing that technology innovation management outcomes are inseparable from cultural contexts.

### Summary of Key Findings

To synthesize the findings, Table 1 presents the main themes, key insights, and supporting references identified through the qualitative literature review.

**Table 1. Summary of Thematic Findings**

Theme	Key Findings	Supporting Studies
Organizational culture and innovation performance	Adaptive culture enhances innovation and performance	Amoa-Gyarteng (2024); Imran et al. (2022); Mingaleva et al. (2022)
Culture, leadership, and creativity	Culture moderates leadership-creativity relationship	Zhang & Bartol (2022); Pedraza-Rodríguez et al. (2023)
Digital transformation challenges	Cultural resistance limits digital innovation outcomes	Kraus et al. (2021); Dal Mas et al. (2023); Cao et al. (2025)
Reciprocal culture-technology relationship	Culture both shapes and is reshaped by digital innovation	Pfaff et al. (2023); Proksch et al. (2024); Saldanha et al. (2021)
Culture in technology governance	Culture influences IT decision-making and performance	Zaim & Subriadi (2024); Suherman et al. (2024); Zhang et al. (2023)

## Discussion

The findings of this qualitative literature review reinforce the central argument that organizational culture is a critical foundation of technology innovation management rather than a peripheral contextual factor. Consistent with prior studies, the results demonstrate that organizational culture influences innovation outcomes not only directly but also through multiple interrelated mechanisms, including leadership practices, employee creativity, digital capabilities, and strategic alignment. This supports the view that innovation should be understood as a socio-technical process in which technological resources and cultural conditions jointly shape organizational performance (Bresciani et al., 2021; Cao et al., 2025).

One important insight from the findings is the role of organizational culture as an enabler of innovation performance, particularly in SMEs and technology-intensive organizations. The synthesis confirms that adaptive, learning-oriented, and participatory cultures enhance organizations' capacity to experiment, share knowledge, and respond to technological change. This aligns with empirical evidence showing that innovation mediates the relationship between organizational culture and performance, suggesting that culture creates value primarily by enabling innovation rather than acting as a direct performance driver (Amoa-Gyarteng, 2024; Imran et al., 2022). From an innovation management perspective, this finding emphasizes that cultural alignment is essential for translating strategic intent and technological investment into sustainable innovation outcomes.

The discussion also highlights the importance of leadership and employee-level dynamics within culturally supportive environments. The reviewed literature suggests that leadership practices alone are insufficient to stimulate innovation unless they are embedded within a culture that encourages employee voice, psychological safety, and creative risk-taking. This finding supports prior evidence that organizational culture moderates the relationship between transformational leadership and employee creativity (Zhang & Bartol, 2022). Consequently,

innovation management should be viewed as a collective and culturally embedded process rather than an outcome driven solely by individual leadership or technological expertise.

Another key discussion point concerns the cultural challenges associated with digital transformation. While digital technologies offer significant innovation potential, the findings indicate that cultural resistance, lack of digital mindset, and misalignment of values often limit the effectiveness of digital transformation initiatives. This supports previous studies identifying culture as a major barrier to digital innovation, particularly in complex and regulated sectors such as healthcare (Kraus et al., 2021; Dal Mas et al., 2023). The discussion thus reinforces the argument that digital transformation strategies must be accompanied by deliberate cultural change initiatives to avoid technology-driven but innovation-poor outcomes.

Importantly, the results extend existing literature by emphasizing the reciprocal relationship between organizational culture and technology innovation management. Rather than positioning culture solely as an antecedent of innovation, the findings suggest that digital transformation processes actively reshape organizational culture across hierarchical levels. This co-evolutionary perspective aligns with studies highlighting how digital initiatives transform communication patterns, decision-making structures, and innovation routines (Pfaff et al., 2023). From a theoretical standpoint, this challenges linear models of innovation and supports more dynamic frameworks that conceptualize culture and technology as mutually reinforcing elements.

The discussion further reveals that the influence of organizational culture on innovation is context-dependent. Cross-national and sectoral studies indicate that technological infrastructure, institutional environments, and managerial contexts moderate cultural effects on innovation outcomes (Saldanha et al., 2021; Zhang et al., 2023). Additionally, the role of culture in technology governance and portfolio management suggests that cultural values shape not only innovation behaviors but also strategic decisions regarding technology investment and prioritization (Zaim & Subriadi, 2024). These findings underscore the need for context-sensitive innovation management approaches that account for cultural, technological, and institutional variations.

Overall, the discussion highlights a significant gap in existing innovation management literature: while empirical studies provide valuable insights into specific relationships, there remains limited integrative understanding of how organizational culture systematically influences technology innovation management across levels and contexts. By synthesizing diverse findings, this study contributes to addressing this gap and supports calls for more holistic and theory-building research in organizational culture and digital innovation (Mingaleva et al., 2022; Pedraza-Rodríguez et al., 2023). The discussion thus positions organizational culture as both a strategic resource and a dynamic capability that shapes and is shaped by technology-driven innovation.

## 5. Conclusion

This study aimed to examine the role of organizational culture in technology innovation management through a qualitative literature review. Based on the synthesis of recent and reputable studies, the findings confirm that organizational culture is a fundamental determinant of innovation success in technologically dynamic environments. Organizational culture influences technology innovation management both directly—by shaping shared values, norms, and behaviors that support experimentation and learning—and indirectly, by enabling leadership effectiveness, employee creativity, and digital capability development. The review demonstrates that innovation often mediates the relationship between organizational culture and organizational performance, indicating that cultural alignment is essential for translating technological investment into sustainable innovation outcomes.

Furthermore, the findings reveal that digital transformation intensifies the importance of organizational culture, as technological change frequently introduces new work practices, decision-making structures, and skill requirements. Cultural resistance, lack of digital mindset, and misalignment between organizational values and innovation strategies emerge as persistent challenges that limit the effectiveness of digital transformation initiatives. Importantly, this study

highlights a reciprocal relationship between organizational culture and technology innovation management, showing that while culture shapes innovation processes, digital transformation also actively reshapes organizational culture across organizational levels. By integrating insights from multiple disciplines and contexts, this study contributes to innovation management literature by positioning organizational culture as a strategic and dynamic capability rather than a static contextual factor.

Despite its contributions, this study is subject to several limitations that provide avenues for future research. First, as a qualitative literature review, the findings rely on the interpretation and synthesis of existing studies rather than primary empirical data. Future research may build on these findings by conducting quantitative or mixed-method studies to empirically test the relationships between organizational culture, technology innovation management, and innovation outcomes across different organizational contexts. Second, future studies could explore specific cultural dimensions, such as adaptability, learning orientation, or digital mindset, to identify which cultural attributes are most influential in different stages of technological innovation.

Additionally, future research should consider longitudinal designs to capture the dynamic and reciprocal relationship between organizational culture and digital transformation over time. Such approaches would provide deeper insights into how cultural change and technological innovation co-evolve within organizations. Finally, comparative studies across industries, organizational sizes, and national contexts would enhance the generalizability of findings and contribute to the development of context-sensitive innovation management frameworks. By addressing these directions, future research can further advance theoretical understanding and practical guidance on the role of organizational culture in technology innovation management.

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