

**Strategies for Managing Digital Transformation in Global Organizations:
An Analytical and Applied Study**

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العام الدراسي:

2025

حقوق الطباعة

حقوق الطباعة تمتلكها جامعة ميدأوشن. حيث إن جميع المواد والمحتويات الواردة في هذا البحث هي ملك للجامعة، ولا يجوز استخدامها أو إعادة نشرها أو توزيعها بدون إذن مسبق من جامعة ميدأوشن.

الباحث

الشكر و التقدير

أتقدم بخالص الشكر إلى كل من ساهم في إنجاز هذا البحث. أولاً وقبل كل شيء، الشكر لله وحده. ثم لعائلتي وأصدقائي لتشجيعهم وتفهمهم خلال المراحل الصعبة من هذه الرحلة الأكاديمية، لقد كان إيمانكم بقدراتي مصدراً دائماً للتحفيز.

كما أود أن أعبر عن امتناني لجامعة ميدأوشن على توفيرها البيئة الأكاديمية والدعم اللازم لإنجاز هذا البحث، إن الموارد والتسهيلات التي قدمتها الجامعة كانت أساسية في تحقيق هذا الإنجاز. كما أعرب عن تقديري العميق للمشرفين د. الفیصل عبد الحمید و د. فايز جراد لتوجيهاتهم التي لا تقدر بثمن وملاحظاتهم الثاقبة ودعمهم الثابت طوال عملية البحث، فقد كانت خبرتهم مفيدة في تشكيل اتجاه وجودة هذه الدراسة.

وأتقدم بالشكر إلى المجتمع الأكاديمي والمؤلفين الذين وضعت أعمالهم الأساس لهذا البحث وكانت مساهماتهم لا غنى عنها في تشكيل الإطار النظري والمنهجية.

وأخيراً، أقدر تفهم وصبر كل من دعمني بشكل مباشر أو غير مباشر في إنجاز هذا البحث، وهذا الإنجاز هو شهادة على الجهود الجماعية التي بذلها الكثيرون، وأنا ممتن حقاً لمساهمة كل فرد.

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Chapter 1:

Introduction

Abstract

The literature discusses how international organizations deal with the problem of digital transformation, and the perspectives it takes are the adoption of leadership, technology, and organizational culture. The multinational companies are experiencing radical difficulties adopting digital technologies, eager to embrace the likes of AI, Cloud, Data, and Analytics, to alter the way the industrial sectors are functioning. The research paper applies a set of major theories, including the Dynamic Capabilities Theory, the Resource-Based View, the Contingency Theory, the Institutional Theory, and the Technology-Organization-Environment Framework, because it assists in how international organizations should cope with the problem of digital transformation. The research study will examine the most valuable element that leads to the success of the international organizations in the adoption of digital strategies, accounting for the way in which the leadership, technology, and organizational culture adoption will serve as an enabler in the process. The study employs a qualitative approach in reporting the research results, as it aids in providing an appropriate reflection of how the international organizations cope with the problem of digital transformation, taking into consideration the use of the case study methodology, the theory, or the use of the literature approach, in an attempt to capture the issue holistically. The given research work can greatly assist the international organizations in enhancing their adaptability degree in the digital scenario concerning the contemporary market.

Introduction

Digital transformation has also formed one of the most important driving forces, which has been incorporated in reshaping the way in which global organizations work, compete, and generate value. In the modern environment and the globalised market place, multinational organizations tend to transform the way they coordinate, act as well as approaches, keeping in mind the most recent technological advancements, such as the use of cloud, artificial intelligence, and big data analytics, according to the theories presented by Qiao et al. (6). The transformation process, on the other hand, is subjected to a challenge when implemented in a multinational way, primarily due to the degree of regulatory matters, workforce and information technology systems. Throughout this, the absence of coordination would fail in implementation of the digital transformation process, primarily due to the absence of consistency in the international platform as cited by Qiao et al. (10). The decentralization process hence encounters difficulties regarding the possible boundaries of multinational businesses in maximizing the benefit of the digital transformation primarily due to lack of efficiency, cultural differences and leakage of strategies which is reflected in the research study published by Cardoso et al. The significance of strategy in the digital transformation process has thus been proved in the research article published by Cardoso et al. (5), justifying the reason why multinational organizations should establish strategies in the process of aligning digital transformation activities with the process of formulating strategies that are based on the organization's global goals. This involves a standardised form of government and global integration between the strategies, and is thus able to fully coordinate the strategies based on the objectives of digital transformation within the marketplace. Conversely, the utilization of digital transformation innovation, primarily through the creation of survivability and the notion of agility, has become relevant in the process of determining when enterprises need the application of a higher competitive force in the

marketplace, principally due to the dynamic nature of innovation, as revealed by the study conducted by Cardoso et al. They should therefore consider the best strategies that would be adopted in the digital transformation process.

Research Problem

The challenges experienced in the international organizations in the digital transformation process, respectively, are exceptional implementation, cultural incongruence, diverse leadership behavior, and different degrees of digital maturity in regions around the world (Qiao et al. 5). These tend to cause challenges in the process of realizing scalability and sustainability of online convergence, therefore leading to inefficiency, lack of innovation potential, and change resistance within the organization. Against this, the research objectives are established to seek and identify how digital transformation can successfully be managed in international organizations by taking into consideration the significance of harmonious leadership, integrated governance, and overall flexibility of digital establishments to operate in line with operating systems across the globe. This collective connection between digital leadership, technology infrastructure, and the cultural transformation in managing fragmentation has been accorded weight in this study, bearing in mind the importance of managing the hurdles most optimally, considering the importance of enhancing competitiveness in the long term regarding digital maturity in international organizations (Cardoso et al. 9).

Research Importance

The importance of the study lies in the fact that it can potentially add value to the current literature on change in the world during the digital age and how multinationals are utilizing it. The digital age global change is thus becoming part of the trend because it is no longer bounded by the frontiers of technology, as it is actually vital, and, therefore, the nexus of leadership, culture, and governance is of significant concern to the global competitive landscape.

Scientific Importance

1. In addition to the Digital Transformation Theory.

The study is also relevant to the theoretical component of the academic community, as it bridges the gap between different theories, i.e., Dynamic Capabilities Theory, Resource-Based View, Contingency Theory, Institutional Theory, and the Technology-Organization-Environment paradigm, and real-life situations concerning the digital transformation process of multinationals.

2. Improving the Understanding of the Importance of Leadership.

It enhances the knowledge of e-leadership by considering how leadership behaviours can impact innovations, engagement, and preparedness in different cultures. The research work provides new insights and perspectives, along with discoveries, of the theories of leadership and organizational behaviours that have already been analysed by other scholars.

3. Improving the Study of Organizational Culture around the World.

She focuses on answering the question of the discrepancies in cultures in subsidiaries and the consequences of transformation in her works. The study augments the knowledge on the topic of cultural congruence and change in international management research.

4. Bridging Research Technology and Management Research.

The usefulness of the study to cross-disciplinary research is that it offers a holistic concept of the issues surrounding the process of digital transformation, as it combines technology adoption and strategy models.

Practical Importance

1. Offering a Strategy of Transformation in the World.

The research will serve as a process guideline to global companies on how they ought to strive to align their online actions and activities with global strategy goals.

2. Increasing Leadership and Change Management practices.

The insights and experiences that have been acquired as a result of this study can be directly used to enhance leadership attributes during the digital business transformation era.

3. Enhancing the governance of the organization

The results can guide organizations in the global arena when developing models of standard governance to eliminate fragmentation and enhance the overall maturity of digitalization.

4. Offering Solutions to Digital Culture and Workforce Preparation Pains.

The study offers operationally practical solutions for overcoming cultural dissimilarities, resistance to change, and talent shortages. It can be applied to organizations in the process of building and deploying a strong and innovative international talent base.

Research Objectives

Main Objective

Formulation of a general strategic outline that will assist the global organizations in dealing with the transformation processes across different cultures, geographies, and technologies.

Sub-Objectives

1. To establish the main issues related to digital transformation within global organisations, such as cultural diversity, technological gap, and inconsistency in leadership.
2. To examine the role of digital leadership in determining the success of transformation in international subsidiaries.
3. To determine whether unified governance systems will be effective in global digital initiatives.
4. To determine the contribution of organization culture, employee preparedness, and training plans to effective transformation.
5. To develop a holistic model that integrates leadership, technology, governance, and culture to facilitate international activities to digitally transform.

Research Questions

Main Research Question

How can multinational organizations effectively manage digital transformation across diverse global environments?

Sub-Questions

1. What does e-Leadership do to the achievement of e-transformation in a cross-border organization?
2. Which strategies are the most successful in implementing electronic projects across multiple subsidiaries across the world?
3. How can governance structures shape scalability and consistency in the transformation process of an organization globally?
4. How do organizational culture, employee competencies, and preparedness to change impact global digital transformation success?

Research Hypothesis

Main Hypothesis (H0)

There is no statistically significant relationship between unified digital transformation strategies and the success of digital transformation in multinational organizations.

Sub-Hypotheses

H1: There is no statistically significant relationship between digital leadership effectiveness and digital transformation outcomes.

H2: There is no statistically significant relationship between governance frameworks and the scalability of digital transformation initiatives.

H3: There is no statistically significant relationship between organizational culture and employee readiness for digital transformation.

H4: There is no statistically significant relationship between technological infrastructure and the successful adoption of digital tools across subsidiaries.

Chapter 2:

Literature Review & Theoretical Basis of the Study

Literature Review

The increased use of digital technology has introduced progressive change in the majority of organizations in the world, where strategic innovations are required for successful implementations. The alignment of the digital transformation programs within the organizations is one of the keys to this innovation, as the digital transformation process must be aligned with the business models of organizations. As indicated by Gurcan et al. (3), machine learning, and additionally retrospective analysis, have been broadly applied in the majority of organizations all over the world to establish degrees of classification in digital change approaches, which encompass scales of technology, procedure and the human factor of change, which are vital components in planning change as per the needs of the industry. This method enables companies in the world to know the degree of technology maturity and the level of technology to invest in to ensure a successful operation of the organization, since technology innovations, when erratic in strategies, do not succeed in producing desired results in companies. It proves the idea of the significance of holistic approaches in the implementation of digital transformation at the global level, as appropriate alignment of strategy contributes to the success of the process (Gurcan et al. 4).

The availability of leaders who can guide these organizations through the process of digital transformation is one of the most significant factors in achieving success in the process of digital transformation in organizations, especially international organizations, which have people of various cultures working at other locations. A study done by Wang et al. indicates that the digital leadership in enhancing innovative work behavior of employees in a given organization can be deemed to be highly effective as it leads to job crafting and personal job fit within the organization (Wang et al. 5). This means that the existence of digital leadership within organizations makes the workers in the organization flexible, since it makes the workers play a part in the process of change within the organization to be creative. Additionally, the

same studies have also presented the findings that proactivity in an organization, in this instance, digital leadership, assists the workers within the organization to develop tasks within the organization in a manner that brings about contribution towards the goals of the organization, since it eases their embrace of the adaptability of digital technology within the organization. This kind of leadership is required in multinational corporations, which need to manage the change happening within the organization relative to the variance of the regulatory as well as the labor structure within the organization, as revealed in the research study by Wang et al. (Wang et al. 6).

It has also been established that middle management is another aspect that has to be considered in digital transformation strategies. The middle manager, who is an agent between the transformation decision and the transformation process, has not been spared in the transformation story either. It is stated that the digital leadership competences are significant in the way the middle management may make a difference in the levels of work engagement demonstrated by the employees, which can be critical to the success of the transformation (Li et al. 3). The paper reported that employee empowerment along with affective commitment can play a mediating role in the process meaning that the significance of digital leadership competences is not insignificant. Moreover, the biasing effect of emotional intelligence, as expressed by the research conducted by Li et al. (6), demonstrates the ability of managers possessing emotional intelligence to assist the management during the transformation process in more effective ways. This research gathers evidence that the middle management departments can achieve success in the areas of engagement and commitment, provided they have the competencies in the digital transformative process within the framework of global organizations.

One of the main areas of digitization success in organizations is the aspect of organization-based innovation. Zhang et al. research the importance of the ability of

innovation, and agile response in matching the strength of the resilience of the organization during the innovation, as the digital transformation takes place. The authors also state the value of innovation by emphasizing that the organizations that are innovative in character are both malleable and resilient in terms of both supply and demand, especially in the delicate international markets. The study outlines how innovation is important in the dynamic revamping, the reaction in the market space, and during unstable periods, such as the pandemic outbreak of COVID-19 (Zhang et al. 5). Any innovations are supposed to be a key instrument in the sense that they assist in reorienting the organization in its response to the marketplace, the stability of the organization to respond to a change, such as the outbreak of the COVID-19 pandemic. In accordance with the research, innovation contributes to the rapid response and also to the resilience in the presence of change, namely in the COVID-19 pandemic outbreak in particular.

The significance of cultural placement in digital change development strategy process development in organizations cannot be underestimated, especially in cases where the organization is operating in different regions of the world. In his study, Sibassaha et al. explain how the association between the support of the organizational culture, challenging appraisal, transformational leadership style, and the innovative behavior of employees affects the process of DT. When the management accepts the change and the culture can be rated as being supportive, then there is a possibility of innovation success. Moreover, this paper also highlights the complexity in digital change in a multicultural organization where leadership must adjust to the local culture in terms of making decisions on motivating choices as it is stated by Sibassaha et al. on digital change in a multicultural business organization states that the management must adapt to the local culture in terms of decision on motivating choices (Sibassaha et al. 7).

Another element of successful transformation plans is the adoption of digital platforms, especially in Computer-mediated teamwork of work groups that are geographically dispersed. Huang and Tang, the authors of the book, are convinced of the strategic value of having the ability to make smooth connections, share, and communicate on a digital platform (Huang and Tang 4). The result of the paper developed is that the platform can be used in decentralizing decision-making and innovation, which is of great relevance in the context of multinational corporations. Also, the paper notes that the platform contributes to the support of agility, which makes the organizations adjust to the changes in the environment promptly. Enhancement of the platform infrastructure thus turns into an indispensable strategy, and organizations aiming to implement digital transformation on the global market should leverage on (Huang and Tang 6).

It is also essential to ensure that the involved workers work steadily and demonstrate dedication to be able to go through the rough turbulence of DT. The utilization of digital leadership is effective in enhancing the performance of workers as it brings about commitment to the organization through the establishment of a digital culture (Qiao et al. 3). The analysis has shown that the role of digital leaders in the organization is two-sided, where they are innovation evangelists and at the same time provide safety to the workers in the change process. Besides, Qiao et al. (5) emphasize that training is essential to gain resistance, which will enhance adherence to the digital vision. Such results demonstrate the necessity of paying attention to the development of workers in international bodies during the change process planning. Digital transformation may also serve as an opportunity in the redesign of business models, along with enhancing the resilience of organizations, primarily during the post-crisis stage. Cardoso et al. (3) point out that organizations that positively form DT in the change process come up with resilience in the business models, which can adapt to adversity easily. The COVID-19 pandemic is one of the driving forces that forced the digital transformation usage as

organizations had to adjust to the need to change the way they operate. As per the findings, more advanced digital transformations proved to be more resilient in reacting to the crisis, besides making use of the opportunities that the latter presented (Cardoso et al. 6). This is evident in the diagram below, which reveals the need to incorporate digital transformation into the planning process in relation to enhancing the competitiveness of the organizations.

The relationship between the use of technology and the innovation turnover can also explain the change in digital strategies. The authors Vărzaru and Bocean (4) discuss the role of the various innovation processes, which are activated by the application of DT, in relation to the turnover and organizational development. Based on the findings, the firms that embrace the use of digital technology in innovation will achieve greater profitability both in process and product innovation. Furthermore, the study concludes that different innovations, both singular innovation and radical innovation, are successful provided that the strategy includes the use of digital strategies in a wholesome way (Vărzaru and Bocean 7).

Another factor that should be taken into consideration when managing DT is the creation of global trends and practices. Gurcan et al. (3) cited more than 5,000 research articles and analyzed them by using machine learning, which helped determine the four areas of technology, people, process, and implementation. The people issues, training, and participation were no less significant than technology updates in the success of DT, according to this finding. The other significant lesson, as brought out by the research, is the need to modify global practices according to the degree of maturity within the region, in addition to the level of preparedness of the local talent pool within the organization. This supports the argument that DT needs a holistic approach in its management.

The research on employee engagement in DT programs is one of the significant fields, particularly in the whole world. The research by Li et al. (6) demonstrates that EI is a significant driver, which enhances the ability of the middle managerial level regarding the involvement of

the workforce in digital transformation. The study shows that empowerment, as well as emotional commitment, is an essential factor that improves the desire of the workers to use the new technological means. The study clarifies that once workers feel valued, they become the propelling engine of the change since they can readily manifest an innovative behavior, not to mention that they also accept the objectives of the change process with open arms (Li et al. 7). adoption of emotional intelligence in leadership is one of the determinants to succeeding in the transformation process to transform the world. The behavior of the leader is closely related to digital technology, as well as the efficiency of the work, at the operational level. The effects of digital leadership and its relation to innovation efficiency are a factor, as the research by Wang et al. states (5), and job crafting is included in this factor alongside the theory of person-job fit. The study demonstrated the advantage gained in the working performance, as well as the motivation rates, when the job allows the laborers to tailor it, providing the opportunity to utilize the improvement in technology (Wang et al. 6). This is directly associated with international organizations, showing the relevance of training the leaders and job autonomy in excellent success in the digital world.

Transformational leadership and its role in relation to the behavior of employees in DT are rather subtle. According to Sibassaha et al. (6), transformational leadership may strengthen or diminish the effect of DT, depending on the attributes of the organizational support system and appraisal systems. Transformational leadership, as indicated in the research, requires that such leadership be based on adapting to the situation of the organization and its level of maturity. Comprehensively, as compared to the global organization, it has been stated that transformational leadership is counterproductive, as far as developing a standard leadership style. Finally, as stated by Cardoso et al. (6), the digital maturity effect has increased in terms of innovation, as well as the establishment of innovative opportunities in relation to the innovation of business models. The results of the

study showed that in the post-pandemic period, companies must be allowed to deviate, including market penetration, the existence of better relations with stakeholders, and the creation of improved relations with stakeholders. This supports the point of view that DT is the revolution of strategy concerning how organizations generate value.

Theoretical Basis of the Study

The digital transformation may be described as the required procedure within the scope of which global organizations strive to maintain their competitiveness in an environment of increasing technological levels. The various theories that organizations can use to successfully implement and manage the digital transformation strategies should be utilized in order to understand the complexities of this transformational change. The theories are capable of explicating various approaches by which the organizations utilize the resources available, embrace technological shifts, synthesize approaches and environmental factors, and evolve to undergo positive changes in the conditions of uncertainties. The body of the theory related to the digital transformation is represented by the dynamic capabilities theory, the resource-based view, the theory of contingency, the theory of institutionalism, and the technology-organization-environment models.

Dynamic Capabilities Theory

This theory is still used to explain the flexibility of organizations in the face of the ever-changing technological and market reality. The theory assumes that the organization must have the capacity to identify the threats it is exposed to and the opportunities that it can take advantage of, and use the available resources to stay at a competitive advantage. Specifically, digital transformation has posed a challenge to this theory because the organizations in the present day are mainly susceptible to the change of technology. As stated by Komkowski et al. (3), organizations that embarked on adopting and implementing technology, along with the concept of lean organizations, ought to be capable of adapting the internal organization structure to fit the dynamic changes in the external environment. The flexibility so attained will be the secret to maintaining the competitiveness of the organization in the face of the risks in the digital world. According to the theory, the sense that the organization has toward the changes in the surroundings is the most crucial construct that can make organizations succeed.

According to Komkowski et al., the organizations need to be sensitive to the varying needs of the environment that encompasses competition, technology, and the actions of the consumers (5). The sense made by the organization within the digital transformation context, i.e., the identification of the existence of information, is the identification of the possibilities that are found in the adoption of either the new technological revolution in the digital environment or the innovation in the current business process. The fact remains that organizations that have exceptionally good dynamic capabilities must be in a position to incorporate the state-of-the-art technology within the organization in a market and capability conducive fashion (Komkowski et al. 7). This proactive sensing mechanism assists organizations to stay informed in the digital transformation cycle since it assists corporations to predetermine the change in the technological environment on the verge of the change being realized.

The concept of grasping opportunities is also an important concept of dynamic capabilities. This will entail extreme actions with regard to committing the required resources and capabilities to capitalize on the opportunities identified within the marketplace. This, in the domain of digital transformation, means extreme steps regarding the implementation of revolutionary technologies in the fields of AI, big data, and cloud technology (Komkowski et al. 9). The Dynamic Capabilities Theory says that, besides perceiving the opportunity, the organization must possess the needed resources. The top management, as well, has to act fast and effectively. Through adopting digital transformation, an organization can realize a great competitive advantage, and this will see organizations outperforming other organizations that fall behind in the adoption of digital transformation due to the changes that are linked to technology. The final hypothesis of the Dynamic Capabilities Theory is resource reconfiguration, which implies the option of developing an organization that adjusts its processes, structure, and competencies in accordance with the possibilities that the digital technology implies. When undertaking the process of adopting the digital transformation,

organizations are supposed to review the resources at their disposal constantly, considering the transformation of technology. These will include reorganizing the company teams, investment in technologies, and training the company as a whole. When it comes to international organizations, it proves difficult to reconfigure, as it means synchronizing the digital transformation process in the different regions, considering both the technological level and the regulatory issues in each region. Organizations can attain agility in the dynamic digital market by embracing the reconfiguration of resources to enable agility.

Resource-Based View (RBV)

The Resource-Based View theory lays stress on the importance of the internal resources of the firm in gaining a competitive advantage. This theory states that valuable, rare, inimitable, and non-substitutable resources assist organizations in successful competition. The resource has been mentioned in the case of digital transformation, in which the resource includes intellectual property rights, digital competencies, and the organizational culture (Lubis 5). These represent the crucial resources, which are used in the process of estimating the flexibility of organizations to use digital technology successfully. Establishment of organizational resources should be done by the organizations; this can assist in securing a sustained competitive advantage in the digital organization. According to the RBV theory, the technological resources that the organization possesses, as well as the digital infrastructure, are important in the process of digital conversion. Largely invested organizations in the digital services, such as an effective data insights software or specific software, may utilize them to enhance their own process and to become innovative in the most efficient manner possible (Lubis 8).

Nonetheless, the role of human resources, along with the leadership and technical competencies of the employees of the companies, is also considered by RBV to play a role in the process of launching a digital initiative. The knowledge of digital technology, along with

the administration of the talent of the company workers who are qualified and talented in technical skills, is one of the keys to the successful administration of digital technology in an organization. The company must never be unprepared to strive to establish digital technology continuously.

The contribution made by organizational culture to the digital transformation process can also be found in RBV. A corporate culture glorifying innovation, cooperation, and the readiness to transform might assist in obtaining better results in the process of digital transformation. Digitization of businesses should not require firms to pay more attention to developing an innovation culture compared to the technology. To maximize the utilization of digital resources and competences, an endless learning culture and flexibility should be encouraged (Lubis 10). The cultural approach gains significance when dealing with an international organization where corporate cultures, depending on different geographies and departments, may be extremely difficult to converge. Besides, RBV believes that the management of digital resources should be made so that they are rare and a bit vulnerable in accordance with the copying point of view. The learning, its own technologies, and the digital holdings owned by the company might ensure the establishment of a competitive advantage in case of their proper management (Lubis 13).

Nonetheless, it is important to mention that every company can transform and evolve its resources in order to retain its distinctiveness. Digital transformation is a phenomenon in the use of technology, and also the management of this resource, to ensure competitiveness. In case the digital resource aligns with the organizational objective, companies can make sure that the process of digital transformation within the organization serves to achieve success in the long run (Lubis 15).

Contingency Theory

The Contingency Theory also focuses its attention on how the relationship between the internal variables of an organization and the environmental variables relates to the efficiency of the leadership and strategies of the organization. When it comes to digital transformation, this theory applies by stating that instead of applying the same policy due to the digital transformation process, the organizations should apply the strategy to the challenges that exist in the specific environmental context, in which they operate (Shala et al. 4). The theory also highlights the need to adjust digital transformation strategies within organizations in line with the technological changes occurring in the environment, as the organizations evolve management strategies according to the changes in the technological advancements in the external market. They underline the concept of situational developing strategies in the course of the digital transformation, the scale of the organization, the degree of technology, and the necessity of the specific industry. The theory also reinforces the need to adapt to the environmental pressures present in the international platform where organizations experience the pressures of the various activities of organizations in relation to the changes that occur in the technological environment of the international environment. This indicates that what is successful during the digital transformation process in one state may not be a successful strategy in another state, taking into account the technology, kind of acceptance, and the enabling act in the specific state. As Shala et al. (6) assert, the digital transformation process should make the leadership of organizations adjust according to the emphasis and the relevance the situation puts on the situational variables, because the leadership must be progressive in adjusting the strategy in the digital transformation process according to the situational variables. In this respect, the entities working in the countries where the technology has not been extensively embraced may pursue selective strategies in the process of the digital transformation, instead of pursuing an aggressive movement strategy in the process of the

digital transformation in the countries where the level of technology adoption has already achieved the required level.

The contingency theory expects a fit between leadership style and the mundane realities of the environmental circumstances of the company. The leader must modify the style in change management in the context of digital transformation, depending on the intensity of competition, market forces, and the technological change intensity (Shala et al. 10). The particularity of the manifestation of leadership in digital transformation, in turn, can be enhanced as the leader is aware of the situational problems of his present. As an illustration, the level of shared leadership must be higher in areas where there is more technological change, because the workforce is in a position to innovate to meet the occasion of the technological change (Shala et al. 12).

Institutional Theory

The postulation of the Institutional Theory is the influence of the external pressures, to which the organization is subjected, according to the norms of the society, industry, and government, as well as regulations. The Institutional Theory can be utilized in the scenario of digital transformation technology movement concerning the influence of external pressure, which drives the corporate organization in the world towards embracing digital technology. Risi et al. (5) put forward that the institutional troops have a significant impact on the organizational strategy, governmental regulations, and societal pressures. The extent to which organizations will adopt digital technology also depends on the impact of the external pressure, taking into consideration the opportunities to adopt technology based on government pressures or industrial regulations. Risi et al. (4) have argued that organizations globally spend time adjusting to the adoption of technological changes due to the impact of institutional pressures as opposed to the internal strategic plans of the organization. Indicatively, the European laws, the General Data Protection Regulation, require organizations to implement modern digital

technology to ensure that they meet the requirements of the law on data protection, as mandated in Risi et al. (7). The organizations that undertake the activities in internet sustainability-related businesses may be required to trace the environmental footprints by means of a digital application.

The philosophy also points out that there exist challenges of institutional contexts that the global organizations undergo in the aftermath of digital transformation. To give an example, global organizations may face the issue of varying regulations in the market, among others. Risi et al. (13) argue that stronger regulations in the marketplace lead to the adoption of digital technology by the organization that would be able to overcome these regulations, despite not necessarily being the most favorable technology in fulfilling the goals of the organization. In this respect, the world organization faces the responsibility of gearing up to respond to the digital change following the distinctive pressures that prevail in the market. The theory also informs about the role of attaining legitimacy in the establishment of digital transformation in the organization. The legitimacy in the mind of stakeholders, government, the clients, and trade organizations is a significant processes in the international organization as shown by Risi et al. (10). The institutional-level pressures are both an enabler and a constraint factor with the organizations under pressure to embrace the change in the digital realm and only having minimal choice and freedom in the strategic level. In this sense, when the organizations learn how to respond to the institutional pressure, the process of digital transformation within the organization converges at the different levels, following the requirements of society, thus becoming valid in the marketplace.

Technology-Organization-Environment (TOE) Framework

Technology-Organization-Environment (TOE) is a general model that can be utilized in explaining the driving forces or determinants of the adoption and implementation processes of technology within an organization. The model accommodates three significant perspectives,

which are technological, coupled with the organizational perspective, and the environmental perspective. To Lin and Chen, the adoption of technology, specifically the adoption of digital technology, entails not only technological innovativeness but also the degree of malleability that the organization has, on top of the prevailing environmental conditions under which that organization is. The Technology-Organization-Environment model consequently provides a vivid picture of the different forces that lead to the use of digital technology in organizations. In the model of technological perspectives, the TOE model covers the presence of digital technology in the current organizational structure. The organization ought to evaluate the accessibility of the technology against the available structure in the organization, and the likelihood of the latest technology to suit the long-term vision of the organization. Organizational factor involves organizational concerns that involve the potential of the organization in terms of knowledge, structure, and availability of resources in the organization. The organizational aspect that influences whether the digital technology is adopted or not is the level of malleability of the organization members, as far as technology change is concerned.

The TOE model also encompasses the pressures and the experience of the organization related to the organization and competition, government, and technological changes within the market. Lin and Chen suggest that organizations ought to also treat these views within the organization as the organizations embrace technology, because they can serve as driving and restraining forces in the process of digital transformation of organizations. Put another way, the unavailability of technological advancements in certain regions may catalyze efforts to ensure that the organizations are even more determined in their quest to realize digitization in the organization, as the organization in other regions is forced to embrace new technological changes in the competing firms within the industry. In addition, institutions in certain areas are forced to calibrate to the rules of the area relating to the utilization of technological applications within the organization, such as data protection software. In this aspect, Lin and Chen point

out that the TOE model can be applicable in international organizations because it considers the technological, organizational, and environmental reality in international regions as well.

Additionally, the model, resting on the technological, organizational, and environmental dimensions, assists organizations in discussing the degree of technological appropriateness in the business and the effectiveness of the digital transformation strategies in the external markets as well. This way, the model can assist organizations to assess the appropriateness of the digital transformation plans in foreign markets since the model works with the technological, organizational, and environmental realities of international organizations as well. The model structure, which concentrates on the technological, organizational, and environmental realities, assists the organizations in developing the strategies to resolve the challenges in the Digitalization process, not only in the company but also to succeed.

Past studies have categorized digital transformation into several themes, one of which is the elements of leadership, culture, innovation capacities, and technology infrastructure, which have been extensively discussed as a problem. As an illustration, Wang et al. debate the point of whether leadership is necessary to enhance employee innovation and engagement. In contrast, the studies by Li et al. strictly focus on the middle management level and its contribution to the transformation process. The two concur on the role leaders play in employees' behavior, but the moderator variables are added, as demonstrated by research conducted by Li et al. This brings the issue of emotional intelligence into consideration.

In addition, Sibassaha et al. and Zhang et al. also present the problem of organizational culture and innovation. Whereas Sibassaha et al. emphasize the importance of support and leadership styles in fostering innovative behaviors within an organization, Zhang et al. investigate the role of innovation capability and response in predicting organizational resilience. Both studies are complementary, as they have found that innovation is a key to

successful digital transformation. However, Zhang et al. emphasize organizational resilience, particularly in the context of the COVID-19 crisis.

Both Gurcan et al. and Vazarcu & Bocean present useful information on technology and the innovation system by conducting a large number of research studies. The categorization of the DT practices created by Gurcan et al. using a machine learning approach provides the structural knowledge of the subject, and Vazarcu and Bocean identify the innovation turnover, demonstrating how technology improves organizational outputs. Both authors share opinions on how to integrate technology within organizational processes, despite taking different approaches.

Conversely, authors Cardoso et al. give information about the post-pandemic state and digital maturity in enhancing business model innovation and resilience. The authors' perspective is evident in the fact that Zhang et al. focus on the flexibility of the business model, but also expand the context to include crisis management with strategic adjustments.

In conclusion, all the literature mentioned emphasizes the importance of leadership alignment, readiness, innovation, and infrastructure as essential components of professional transformation in the digital era. Although all studies focus on different constructs, they all affirm that transformation is indeed a multilevel and multifactorial phenomenon.

Chapter 3:

Methodology

Methodology

The study employs a qualitative method in seeking to examine how individual can manage the digitalization dilemma in global organizations. The method of the research targets the creation of comprehensive understanding related to the response of multinationals to the issue of digitalization, namely, to the administration, management, and organization of the digitization process in different parts of the planet. The study is based on the hybrid paradigm of case studies, personal interviews and a referential analysis of the literature available, aside of the variables that have facilitated the success of digitization in the international arena.

The case studies will be used in the analysis of the international organizations that have undertaken the change initiatives of transforming into massive digital changes initiatives with consideration of the strategies that have rendered the incorporation of digital technology a successful endeavour. The case study analyses will be conducted in the context of multinational companies that are involved in various industrial sectors and the way they have managed to surmount the environmental issues related to misalignment in the international sphere, technological divergence, and the importance of organizational culture in adopting digital technology. Such comparison and contrast would assist in the identification of the optimal practices that can be used in the development of further digit transformation strategies.

Along with the case study approach, the study will also rely on the rich experience gained in the literature review. The data presented in the literature review will focus on the most recent research activities concerning the topic of digital transformation in multinational companies. The study will aim to establish a comprehensive body of knowledge, grounded in the most up-to-date views, on the question of the successful consideration of the digital transformation problem.

Stakeholder interviews will also be applied in the process of digital transformation in the research. The stakeholders will consist of the senior managers, the digital managers, and the mid-managers who will contribute significantly to the process of the digital transformation. The stakeholders will be exposed to semi-structured interviews, which will comprise in-depth discussions, in addition to highlighting specific issues within management, technology, and variations in organizations. The information obtained during the stakeholder interviews will be displayed through the analysis of the themes to comprehend the issues, strategies, and aspects of success in digital transformation management used in the organization on a global scale. The multi-methodology adopted in the present study guarantees that the study has a broad perspective, in addition to the increased insight into the strategies to manage the digital reality in organizations across the world.

Chapter 4:

Sampling

Study Sample

The target population is the global companies that influence at least three geographical markets (e.g., North America, Europe, and Asian markets) and are engaged in massive transformation projects through the use of digital technology. It is a cross-cutting company sector comprising manufacturing, telecommunications, finance, logistics, and technology.

A purposive sample of multinational enterprises will be selected based on the following criteria:

- ❖ Signs of proactive digital transformation initiatives in the past 5 years.
- ❖ The availability of digital strategy reports or transformation documentation will determine this.
- ❖ The willingness of executives, middle managers, and transformation leaders to participate in interviews.
- ❖ Presence in culturally diverse and geographically decentralized subsidiaries.

The sample will include approximately 6–8 multinational organizations, with 15–20 stakeholders participating in semi-structured interviews.

Research Tools

This research will employ a blend of qualitative research methodologies to investigate the approaches that can be used in dealing with the digital transformation within global organizations. The tools aim to offer a comprehensive, contextual understanding of the processes, initiatives, and policies that organizations invest in to undertake digital transformation.

The case study concept will be used as the main research tool in the research work. A case study of international businesses, which have undergone wide-scale digital transformation, shall prove useful in getting information on the implementation of the digital strategies of different businesses. The case study would primarily concentrate on other businesses based on other industries, which would assist in the diversification of the case study. Other key factors will also be surveyed, and they will comprise management, cultural fit, technological change, and digital transformation program management. The data will be gathered publicly, which will involve the annual reports of the companies, reports concerning the digital transformation strategy, and prior research work concerning the companies in question. Greater analysis of real, on-the-ground events may be conducted through the case study, to understand the best practices, as well as risks that come with electronic change in other foreign destinations too (Gurcan et al. 14).

The second significant research design will be semi-structured interviews of the stakeholders alongside senior management representatives, managing digital transformation activities party, and other operational staff members of the management groups of large organizations across the globe. The study will specifically seek personal experience and expert opinion from the stakeholders regarding how to manage digital transformation in organizations. The fact that open-ended questions are used gives the respondents the chance to give detailed information about the subject at hand. The administration of semi-structured interviews will

allow the researcher to delve deeper into the subject matter since additional questions concerning the subject matter addressed during the interview will be posed (Li et al. 6). Such interviews will also be themed-based interviews since the qualitative data gained will be classified in a manner that identifies the significant themes derived, which will be connected to the concept of management, technology, and the procedure of changing an organization.

The other research methodology tool that will be applied in this research will be the literature review. The review of the peer-reviewed journals, reports, and books on the subject of the digital transformation, namely, the theories of Dynamic Capabilities Theory, the Resource-Based View, and the TOE theory, will be conducted as a part of the methodology. The research theory will be built on the literature review approach proposed here and will assist in analyzing the primary research data obtained (Komkowski et al. 15). Such methods of research will also contribute to the general understanding of the strategies used by the organizations in addressing the problem of digital transformation.

Research Limitations

The study on how digital transformation can be managed in international organizations is limited in a number of ways. First, the research will be informed by a qualitative research approach, and this implies that the results may not be extended to every international organization. It implies that the research that will rely on the application of case studies, along with the selection of participants, may not reach the same extent as the research that occurs in countries where the process of digital transformation has already occurred. This point of consideration matters in the sense that when the digital transformation is being managed, the approach could fit in one industry and fail in another, since it could be problematic in different sectors, according to the work by Qiao et al. (8).

Although case studies can be considered rather useful to obtain information about the experience of digital transformation, there might be limitations in the context of access to information. The vast majority of organizations in the world may not disseminate information in published presentations and recent studies in the corresponding spheres of sensitive data, such as digital transformation strategies. This means that the research can rely on secondary information, such as annual reports, and this may lead to the wrong perception of the challenges that face the organization, according to Cardoso et al. (9). Failure to focus on the sensitivity of information may bring forth challenges regarding the working environment within the organization.

The other limitation is the application of semi-structured solution research by the various stakeholders. Although the information gathered during interviews is in-depth, it may be subjective. However, it may also be flawed, since the respondents may distort the information depending on what the interviewer might want to hear, or the respondents may not precisely remember the information, which may be left out of the study (Shala et al. 12). Information obtained is mostly subjective. Thus, the presence of the interviewees might

influence the research since they are unable to represent the scale of digital transformation in organisations globally. The technology continues to evolve, and it becomes difficult to conduct this research because the strategies implemented in the process of digital transformation evolve quickly, and thus the findings of this research become obsolete immediately after the novel technology is developed, on the basis of which strategies can be developed. The digital transformation is ongoing; thus, the strategies developed in this study may be suitable in the short run, but in the long run, the strategies may not be as relevant, and this may render the research not applicable in the long term (Lubis 15).

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