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Unveiling the Nexus of Digital Transformation and Change Management: A Pioneering Bibliometric Analysis

Pallavi Singh*
Rinki Joshi†
Prachi Pathak‡
Vaishali Aswal§

Abstract

As the digital market grows, businesses must embrace digital transformation (DT) to remain competitive. The integration of digital technologies has redefined business operations, models, and customer engagement. However, successful DT is not solely a technological initiative—it requires robust change management (CM) to address resistance, enhance organisational agility, and ensure long-term sustainability. This study presents the first bibliometric analysis to explore the intersection of DT and CM, offering a comprehensive view of how scholarship in these domains has evolved. Using VOSviewer and Biblioshiny, we conduct co-citation and co-occurrence mapping to identify influential studies, emerging trends, and persistent research gaps. Scopus was chosen as the primary database for material processing, given its extensive coverage of peer-reviewed literature across disciplines. In addition, data sources such as surveys, databases, and digital archives were integrated to provide valuable insights and contextual depth, ensuring a more nuanced and holistic analysis. The findings highlight the growing importance of DT and underscore the critical role of leadership, skill development, and effective technology implementation in driving change. Our study reveals that research in this area increasingly emphasizes the integration of technology with management practices and employee engagement. By combining bibliometric analysis with diverse data sources, this article not only maps the trajectory of DT and CM research but also identifies opportunities for future investigation. Ultimately, the study calls for a comprehensive approach that blends technological innovation, managerial processes, and workforce adaptability to help organisations thrive in an era of rapid digital change.

Keywords: digital transformation, change management, bibliometric, organizations.

I. INTRODUCTION

Digital transformation (DT) is the intentional and competitive deployment of digitized technology within a company, driven by external or internal stimuli (Oh et al., 2022). Digital technologies produce new or Modify an organization's existing procedures, activities, and working methods (Pihir et al., 2019). Success requires transformative changes in the business, including procedures, culture, and working methods, rather than simply implementing new technology. Transformation processes define the scope,

* Research scholar. School of Management, Doon University, Dehradun, Uttarakhand, India. E-mail: singhpallavi738@gmail.com.
† Research scholar. School of Management, Doon University, Dehradun, Uttarakhand, India. E-mail: Joshirinki85@gmail.com.
‡ Associate professor. School of Management, Doon University, Dehradun, Uttarakhand, India. E-mail: prachipathak@doonuniversity.ac.in.
§ Assistant professor. School of Management, Doon University, Dehradun, Uttarakhand, India. E-mail: vaishali_81284@rediffmail.com.

rationale, and features of a change process to attain a new organizational state (Barthel & Hess, 2020). The transition process aims to create a separate organizational state (Al-Moaid & Almarhdi, 2024). Digital transformation may bring about significant organizational changes (Oh et al., 2022). Toward one end of the a modest approach to digital transformation focuses on implementing new technology without requiring further organizational changes (Kraus et al., 2021).

Digital alteration is the comprehensive inclusion of digital autonomy into all components of an organization, fundamentally changing how organizations run and give value to clients (Rodríguez-Espíndola et al., 2022). This action requires substantial organizational changes, such as technology adoption, business model innovation, and cultural adjustments (Dabbous et al., 2022). Effective change management (CM) plays an essential role in supporting these changes because it enables firms to negotiate hurdles and capitalize on possibilities afforded by digitalization (Sarkis et al., 2020). Digital evolution is being recognized as a critical component for firms striving to remain aggressive in rapidly changing global market (Parviainen et al., 2022). It entails integrating digital technology into every aspect of a company, significantly adapting how firms function and provide value to consumers. This change is not only about embracing new technology; it also includes a shift in corporate culture, procedures, and customer interaction techniques (Nakayama et al., 2019). Digital transformation is not a latest notion, but it has emerged as a luxury effort for modern organizations (Brunetti et al., 2020)

The concept of a "necessity" for an organization's survival has grown so ubiquitous in everyday life that it has been dubbed the largest trend of 2020. Digital transformation (DT) is a frequently discussed topic among academics and practitioners (Chang et al., 2017). This rush of interest aligns with the global trend of digital innovation, which is expected to grow tremendously. Emerging technologies and technological fusions alter the corporate environment and raise problems across industries, companies, and value chains. These concerns revolve around adapting to changes in the environment and turning obstacles into opportunities for digital transformation (Chatterjee et al., 2021). Businesses are increasingly investing in transformational transformations to execute DT projects.

Digital transformation (DT) has evolved from a technology moment to a need to meet the stipulation and expectations of the global community (Chiu, 2021). Increasing population digital transformation has brought about rapid changes in many businesses, bringing new processes and procedures that might impact critical business structures (Hussain & Papastathopoulos, 2022). The transition to this new reality is not without dangers and obstacles, as is typical of any transformation process (Magistretti et al., 2021). Digital evolution involves several factors, including technology, market configuration, business model advancement, labour competencies, digital skills, investment in digitization, business culture, employee resistance to change, and executive leadership (Varshney, 2020). To address these variables, organizations must choose the most relevant element for their needs. There is no one-size-fits-all strategy for digital transformation (Tay et al., 2021). Each business must determine which components are simpler or more difficult, and if they hinder or accelerate the overall process (Soluk et al., 2021). Treating digital Considering change as a multi-faceted feature may help firms identify essential areas to focus on and prepare for future activities (Singh et al., 2020).

To the best of our knowledge, no bibliometric analysis has been conducted till on the intersection of digital transformation (DT) and change management (CM). This study is the first to highlight the academic framework of earlier studies in this field, identify

noteworthy developments, knowledge gaps and pivotal publications. Using bibliometric tools such biblioshiny and VOSviewer, this study extend significant insights into the growth of DT and CM utilised. Our insights add to the amount of information already in existence, providing a basis for additional study and effective strategies for managing digital transformation with competent change management techniques.

II. LITERATURE REVIEW

"Digital transformation (also known as digitalization), however, is concerned with the changes that digital technologies can bring about in a company's business model, products, processes and organizational structure" (Hess et al., 2016). Digital evolution initiatives use a mismatched approach and aim to achieve definite outcomes. From a business viewpoint, these approaches are concerned with the change of goods, processes, and organizational elements as a result of new technology (Matt et al., 2015). The digital revolution and platforms have designed several opportunities for organizations. Digitalization of corporate operations and digital initiatives for industry 4.0 integrates innovative processes and disruptive technologies in product and service production, as well as corporate management and governance. Facilitates global industry collaboration and communication. Digital technology and strategies enable the development of new products (Kohtamäki et al., 2019; 2021). Digital technologies and tactics may create new goods and services that swiftly cross borders and have a big influence on both home and host nations' economies and institutions. These factors may impact the internationalization process, including timing, location, entrance mode, foreign market learning, and access to local supplies and skills (Coviello et al., 2017). Digitization, current data science, and market intelligence approaches will enable knowledge-intensive services and processes to compete in both local and global markets (Lederer & Riedl, 2020). Digitization converts offline data to digital values, allowing for online transactions. This transition entails moving the organization's resources and assets to online formats less than significantly altering processes or business strategies (Van Veldhoven & Vanthienen, 2023). The internet and related technologies drove digitalisation, resulting in greater connectivity and communication. Beyond only digitization, this era signals a comprehensive reinvention of business Models, procedures, and client interactions (Troise et al., 2022). Organizations may use digital capabilities to promote innovation, build new value arguments, and adjust strategies to prosper in an ever-changing digital world (Gong, 2023).

2.1. Change Management

Change management is a structured approach that ensures smooth transitions in organizations while minimizing resistance and maximizing acceptance (Appelbaum et al., 2012). Change management is a crucial approach for organizations to manage the ever-changing business environment, driven by increasing competition and globalisation. The complexity, interdependency, and speed of today's marketplace demands new approaches to change management (Anyieni et al., 2016). The role of organizational culture in shaping employees' openness to change. If an organization fosters a culture of adaptability, change initiatives are more likely to succeed (Schein, 2010). Leadership plays a crucial role in change management, particularly transformational leadership, which inspires employees and fosters innovation (Bass & Riggio, 2006). change management at the Finnish Broadcasting Company, highlighting organizational rigidities, co-evolving drivers and obstacles, and offering a unique approach in strategy research and media management (Maijanen 2020). the importance of digital reconstruction in business models for adaptability and competitive advantage, requiring changes in business models,

human knowledge, and innovation, aligned with IT strategies (Trzaska et al., 2021) Leaders those who engage workman in decision-making and provide clear direction significantly enhance the success of change initiatives (Montreuil, 2020). A high failure rate in change management (estimated at 70%) is often due to weak leadership, lack of alignment with organizational goals, and ineffective execution (Beer & Nohria, 2009). With the rise of digital transformation, organizations must now adopt more agile and adaptive change management strategies. This underscores the necessity for leaders to articulate clear visions and foster trust to mitigate resistance (Khaw et al., 2022). the categorized reactions to organizational change into micro and macro levels, highlighting the importance of understanding individual and collective responses to implement effective strategies (Bąk & Bak, 2024). Furthermore, Reineholm et al. (2024) conducted an integrated literature analysis on the idea of 'change competence', demonstrating that required abilities during transition vary across organisational levels, indicating a personalised approach to training and development. Table 2.1. explains the Collectively theories related to change management and digital transformation, these studies advocate for a more nuanced understanding of change dynamics, proposing adaptive solutions that take into account organisational context and the varied character of change processes.

Table 2.1
Theories Related to Change Management and Digital Transformation

Theory	Interpretation
Kotter's 8-step change model (Kotter et al., 2026)	A framework outlining eight steps for successful reorganization, emphasizing the significance of creating urgency and building a guiding coalition.
ADKAR model (Hiatt, 2006)	Focuses on independent change through perception, aspiration, information, skill, and support, highlighting the human aspect of organizational transformation.
Lewin's change management model (Lewin, 1947).	Proposes a three-stage process: Unfreezing, Changing, and Refreezing, to manage change effectively.
Digital transformation framework (Matt et al., 2015)	Highlights the introduction of mechanization into all aspects of a business, fundamentally altering how firms function and deliver value to consumers.
Dynamic capabilities framework (Teece et al., 1997)	Emphasize on the ability of a company to merge, grow, and reorganize internal and external ability to handle changing conditions.
Prosci's change management maturity model (Creasey, 2007)	Assesses an organization's change management maturity across five levels, providing a roadmap for improvement.
Bridges' transition model (Bridges, 2009)	Distinguishes between change and transition, focusing on the psychological process individuals go through during change.

Sources: author work.

III. RESEARCH METHODOLOGY

This research investigates the scientific context of digital advancement (DT) and change management (CM) using a bibliometric lens. We used the Scopus database to extract pertinent research papers, producing a comprehensive and high-quality dataset. To map the intellectual structure of this subject, we used scientific mapping methodologies to conduct essential bibliometric analyses such as co-citation analysis, citation analysis, and co-word analysis. These tactics help to uncover noteworthy works, research trends, and thematic ties within the subject. We conducted the analysis using VOSviewer and biblioshiny, two well-known bibliometric tools. VOSviewer was used to

visualise the network association between authors, keywords, and cited references, resulting in a thorough comprehension of research clusters and influential works. Biblioshiny, a web-based application within the R-based bibliometrix package, was used to generate descriptive analytics, such as publication trends and key contributing authors.

Our methodological framework is based on established bibliometric guidelines, drawing from Donthu et al. (2021) and Zupic and Čater (n.d.), who provide foundational explanations of bibliometric science mapping. Through incorporating each method, this research study provides a planned and based on data assessment of the ways that DT and CM research has evolved, delivering significant conclusions for scholars and experts facing the digital era.

3.1. Data and Procedure

Table 3.1 displays the dataset spanning research papers from 2016 to 2025, gathered from 76 publications, books, and other sources, totaling 105 documents. The field has undergone significant growth, with a yearly development rate of 25.99%. The average documentation age is 2.6 decades, demonstrating that the research was conducted recently. Each work has received an average of 22.29 citations, for a total of 5,639 connections. The dataset contains 312 indexed keywords (keywords furthermore) and 382 author-defined keywords that reflect various study subjects. These publications had 323 authors, with just 15 single-authored works. Collaboration is common, with a standard of 3.13 co-authors per article and 25.71% of publications having foreign co-authorship. All 105 documents are categorised as articles, highlighting the dominance of journal publications in this dataset. However, the limited amount of data available can be attributed to several factors, including restricted access to certain databases, the exclusion of non-indexed journals, and the lack of comprehensive surveys within the field. This scarcity underscores the need for innovative approaches to data collection and highlights the importance of broadening the research framework by incorporating underutilised resources such as industry reports, digital archives, and open-access repositories. Expanding data sources will not only enrich future bibliometric analyses but also provide a more comprehensive and accurate understanding of the evolving relationship between digital transformation and change management.

Table 3.1
Shows the Primary Information Taken from the Bibliometrix R Package

Description	Results
Main Information about Data:	
Time frame	2016:2025
Reources (journals, books, etc)	76
Documents	105
Yearly growth rate %	25.99
Document Average period	2.6
Average citations per document	22.29
References	5639
Document Contents:	
Keywords plus (ID)	312
Author's keywords (DE)	382
Authors:	
Authors	323
Authors of single docs	15
Authors Collaboration:	
Single-authored docs	15
Co-authors per document	3.13

To be continued Table 3.1

Description	Results
International co-authorships percentage	**25.71**
Document Types:	
Research article	**105**

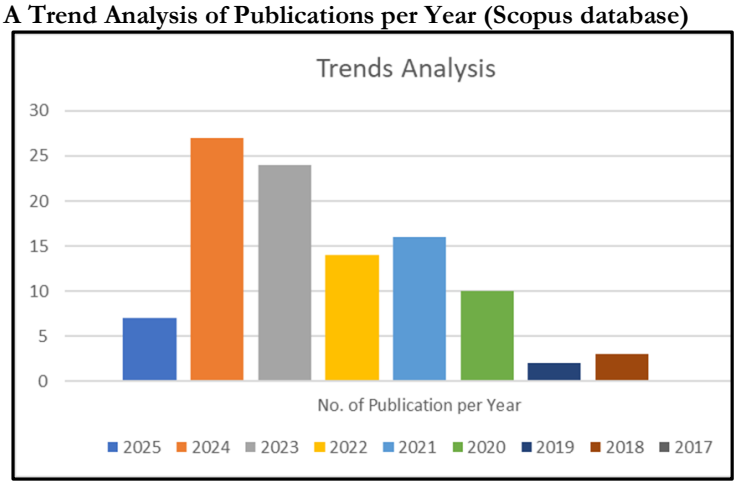
IV. RESULTS AND DISCUSSIONS

4.1. Trend Analysis

Figure 4.1 highlights a trend analysis of publications per year, based on data extracted from Scopus database. It provides highlights into the growing research focus on digital transformation and change management over time. The data reveals a steady increase in scholarly contributions, particularly from 2020 onwards, with a sharp rise in publications in 2023 and a peak in 2024. This surge indicates a heightened academic and industry interest in the field, likely driven by the rapid evolution of automatic technologies and their impact on organisational change.

From 2017 to 2019, the number of publications remained relatively low, showing only a gradual increase. However, from 2020 onwards, a significant upward trend is observed, reflecting the accelerating adoption of digital evolution strategies in response to global technological shifts. The number of publications in 2025, though currently lower, suggests ongoing research activity that is expected to grow as more studies are completed and published. Overall, this analysis highlights the increasing academic engagement with digital transformation and change management, emphasizing the critical need for further exploration. The rising trend in publications underscores the importance of this research area in shaping modern business strategies and organisational adaptability in the digital era.

Figure 4.1
A Trend Analysis of Publications per Year (Scopus database)



Source: author-generated, publications per year.

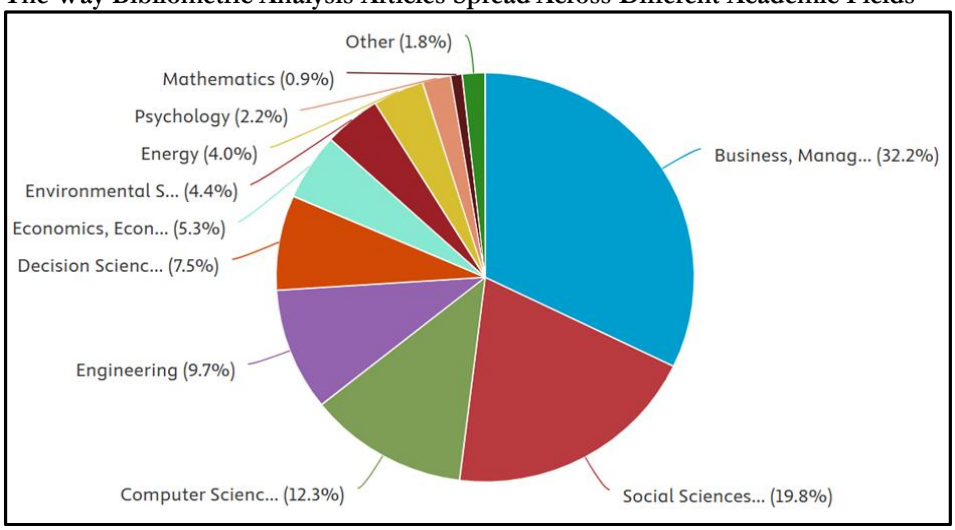
4.2. Documents by Subject Area

Figure 4.2 shows the pie chart displays the way bibliometric analysis articles spread across different academic fields. Business and management account for 32.2% of the total number of documents, with social sciences (19.8%) and computer science (12.3%) closely behind. The overall effects of engineering and decision sciences are 9.7% and 7.5%, respectively. Other noteworthy fields are mathematics (0.9%), psychology (2.2%), energy (4.0%), environmental science (4.4%), and economics (5.3%). Other fields

account for the remaining 1.8%. Because of the rising importance of data-driven decision-making and study evaluations of impact, this distribution shows a strong preference for management and social science subjects. The expanding use of bibliometric techniques in technology-related areas is reflected in the essential parts performed by computer science and engineering.

Figure 4.2

The Way Bibliometric Analysis Articles Spread Across Different Academic Fields



Source: author-generated

4.3. Bibliometric Analysis

Bibliometric analysis is essential for assessing academic networks, research trends, and impact. Scientific mapping analysis improves this by visualizing the connections between publications, authors, and keywords. It helps identify influential studies, emerging fields, and collaboration patterns, providing a structured understanding of knowledge dynamics and effectively guiding future research directions.

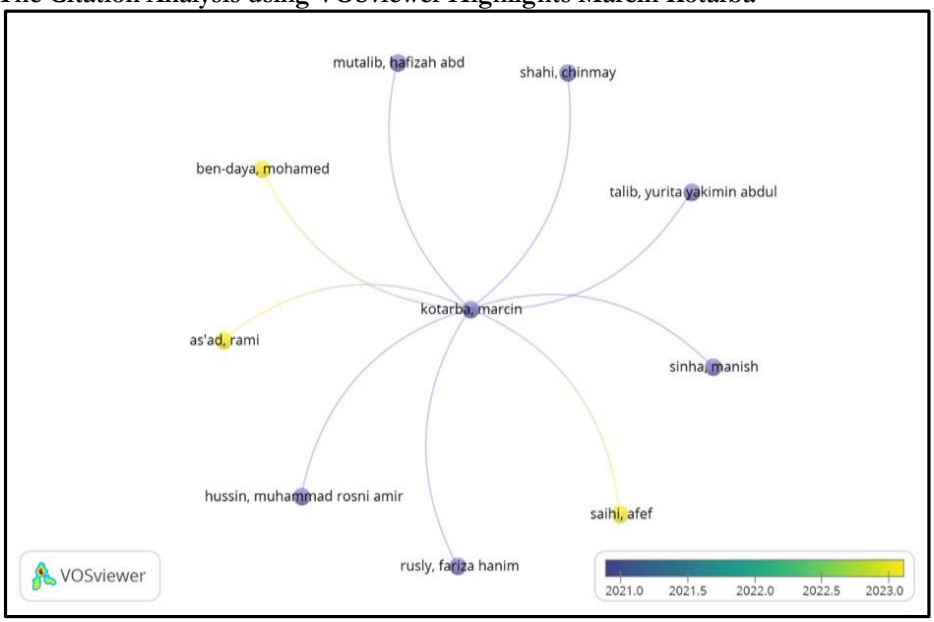
4.3.1. Citation analysis

Citation analysis examines the association between scholarly publications by analysing how often and where research papers are cited. It helps assess academic impact, identify influential authors, and visualise research trends.

Figure 4.3 and Table 4.1 shows the citation analysis using VOSviewer highlights Marcin Kotarba as a central figure with multiple co-authorship links. The colour gradient (2021-2023) shows evolving collaborations, with Mohamed Ben-Daya, Rami As'ad, and Afef Saihi contributing more recently. Strong connections indicate interdisciplinary research and scholarly impact. There are references to prior works by authors such as Chinmay Shahi and Muhammad Rosni Amir Hussin. Figure 4.4 in this analysis, we kept one document pre-author and one minimum citation and found out of 323 authors, 232 meet the threshold, and 10 have the largest connection. Notable scholars and historical trends can be seen with the help of this visualization. The study encourages theme investigations and potential relationships by improving the understanding of citation networks. This analysis might be expanded to examine impact measures and important research areas in more detail.

Insert Figure 4.3 here.

Figure 4.3
The Citation Analysis using VOSviewer Highlights Marcin Kotarba



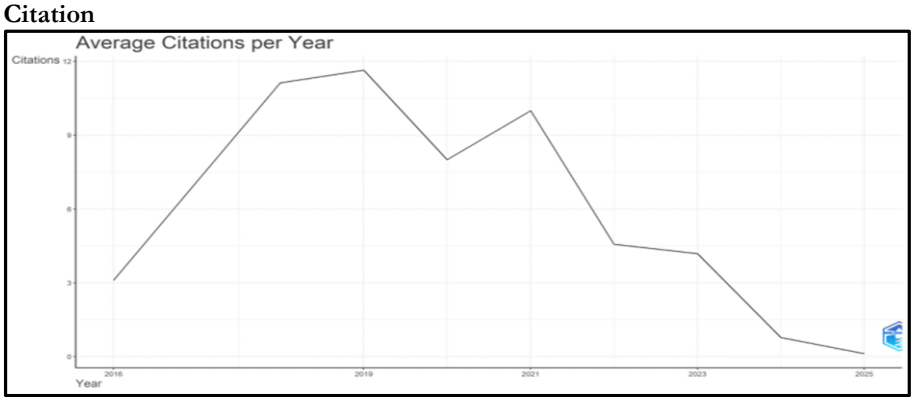
Source: Vos viewer

Table 4.1
Average Citation per Year

Year	MeanTc per Article	N	Mean TC per Year	CitableYears
2016	31	1.00	3.10	10
2018	89	3.00	11.12	8
2019	81.5	2.00	11.64	7
2020	48	10.00	8.00	6
2021	49.94	16.00	9.99	5
2022	18.29	14.00	4.57	4
2023	12.54	24.00	4.18	3
2024	1.56	27.00	0.78	2
2025	0.12	8.00	0.12	1

Sources: author created by biblioshiny the graph represents the average citations per year between 2016-2025.

Figure 4.4
The Analysis with a Threshold of One Document per Author and a Minimum of One Citation



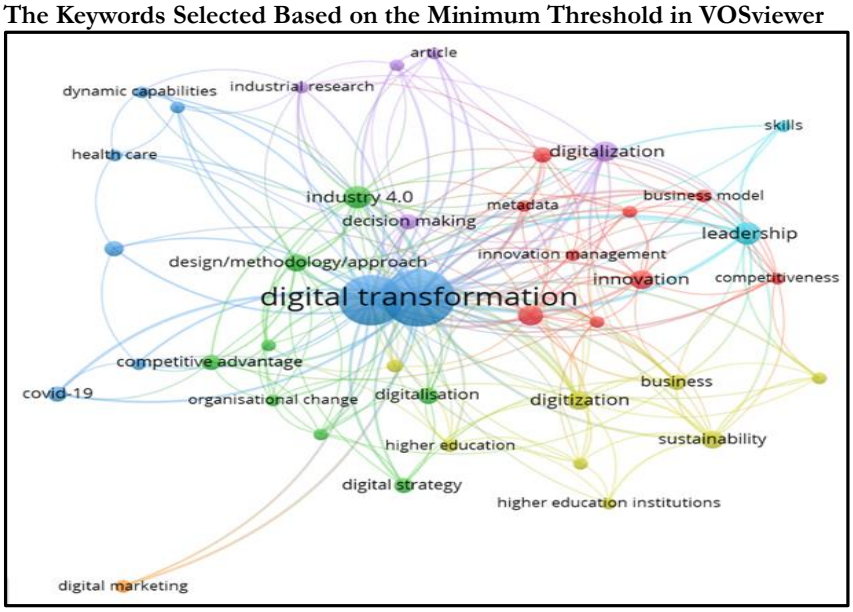
Source: biblioshiny.

4.3.2. Co-occurrence analysis

Co-occurrence analysis in bibliometric analysis identifies relationships between keywords in research publications, revealing thematic structures, trends, and research focus areas by analyzing how frequently terms appear together in academic literature. Figure 4.5 indicating out of 620 keywords, we got 41 to meet the threshold by using VOSviewer. Digital transformation is a primary focus that connects multiple research fields, based on the bibliometric analysis done with VOSviewer. While dynamic capabilities and competitive advantage underline its tactical significance, key technological features like artificial intelligence, industry 4.0, and decision-making highlight the role in advancing technologies in coming about transformation. The business and leadership cluster addresses the business and managerial factors necessary for a successful transition. These elements include knowledge management, sustainability, leadership, and skills. Also, how companies and institutions—including higher education—are responding to advancements in technology is illustrated by digital strategy, rivalry, and organisational transformation. The effects of COVID-19 are evident as it growth of digital adoption across multiple industries and connects digital transformation to healthcare. The interconnection of these themes highlights the multidimensional nature of digital transformation, integrating technology, strategy, and human capital. Figure 4.6, showing keywords like digitisation and sustainable development have been included, suggesting a growing focus on long-term digital resilience. This study shows that digital evolution is a strategic necessity for businesses around the globe, as well to being a technological development. Future research should further explore its impact on business models, leadership practices, and sustainable development to navigate the evolving digital landscape effectively.

Figure 4.5

The Keywords Selected Based on the Minimum Threshold in VOSviewer



Source: Vosviewer.

Figure 4.6
The Interconnection of these Themes Reflects the Multidimensional Aspects of Digital Transformation

Source: author-generated by biblioshiny.

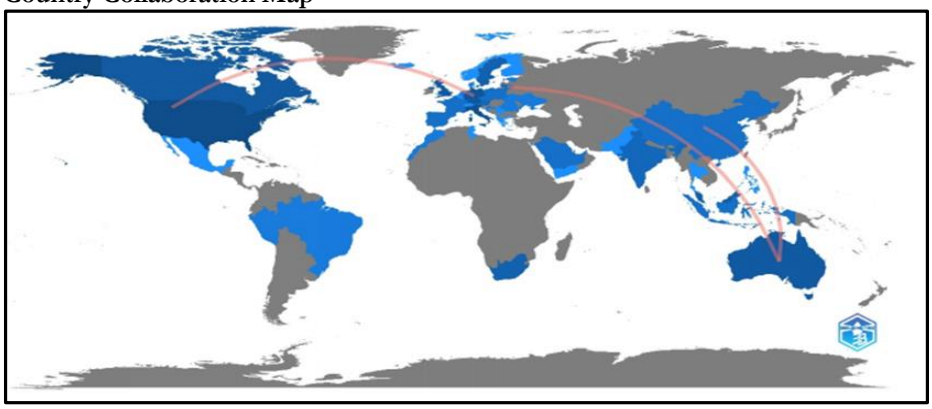
4.3.3. Co-citation analysis

Co-Citation Analysis in bibliometric analysis identifies association between documents by measuring how often two papers are cited together. It reveals research trends, intellectual structures, and influential works within a specific academic field. Co-citation analysis is a key bibliometric method that identifies influential works by analyzing how often two documents are cited together. Figure 4.7 and Table 4.2 based on 5,604 cited references, applies a minimum threshold of 2 citations per reference, resulting in 138 references meeting the criteria, with the largest co-citation network consisting of 127 items. The analysis highlights central references such as Vial G. (understanding digital transformation), which form the foundation of digital transformation research by linking technological advancements with business strategy. The co-citation network reveals key research clusters: digital transformation and strategy, featuring works on digitalization strategies and organizational change (e.g., Barney, 1991; Teece et al., 1997), technology adoption and innovation, including Ajzen (1991). Theory of planned behavior on decision-making frameworks; and industry 4.0 and dynamic capabilities, with contributions from Culot G., Nassimbeni G., and Orzes on industrial digital transformation. With a combination of technology, corporate strategy, and cognitive sciences, this analysis shows the interdisciplinary nature of digital transformation research. A prospective study is urged to examine new trends such as AI-driven transformation and sustainability in digital strategy.

Tables 4.2
Countries Collaboration

From	To	Frequency
Australia	China	2
Australia	Lithuania	2
Australia	Saudi Arabia	1
Australia	Tunisia	1
Australia	United Kingsom	1
Brazil	Netherlands	1
Canada	Switzerland	1
Canada	United Arab Emirates	1
Canada	USA	1
China	Pakistan	1

Figure 4.7
Country Collaboration Map



Source: biblioshiny.

4.3.4. Most cited documents

Table 4.3 highlights the most globally cited documents, showcasing influential research contributions within the field. These articles have received the highest citation counts worldwide, reflecting their significant academic impact and recognition. Each entry represents a cornerstone study, often referenced for its originality, relevance, and contribution to advancing scholarly understanding.

Table 4.3
Most Globally Cited Documents

Author and Publish Year	Journal Name and DOI	Total Citations	TC per Year	Normalized TC
Ghobakhloo and Iranmanesh (2021)	Journal of Manufacturing Technology Management. Doi: 10.1108/JMTM-11-2020-0455.	197	39.40	3.94
Solberg et al. (2020)	California Management Review. https://doi.org/10.1177/00081 25620931839.	190	31.67	3.96
Jackson (2019)	Business Horizons. https:// doi.org/10.1016/j.bushor.2019. 08.002.	155	22.14	1.90
Kotarba (2018)	https://doi.org/10.2478/fman-2018-0011.	155	19.38	1.74
Hwang et al. (2022)	Journal of Management in Engineering. https://doi.org/ 10.1061/(ASCE)ME.1943-5479.0000986.	106	26.50	5.80
Mugge et al. (2020)	Research-Technology Management. https://doi.org/ 10.1080/08956308.2020.1707003.	99	16.50	2.06
Kadir and Broberg (2020)	International Journal of Industrial Ergonomics. https:// doi.org/10.1016/j.ergon.2020.102936.	96	16.00	2.00
Papadonikolaki (2018)	Journal of Management in Engineering. https://doi.org/10.1061/(ASCE)ME.1943-5479.0000644.	92	11.50	1.03

To be continued Table 4.3

Author and Publish Year	Journal Name and DOI	Total Citations	TC per Year	Normalized TC
George and Wooden (2023)	Administrative Sciences. https://doi.org/10.3390/admsci13090196.	89	29.67	7.10
Looy (2021)	Information & Management. https://doi.org/10.1016/j.im.2020.103413.	87	17.40	1.74

Notes: the table below presents a detailed explanation of articles globally cited.

4.3.5. Bibliographic source

Table 4.4 showing the cited sources demonstrate the range of academic work in the domains of innovation, corporate strategy, and sustainability. With eight publications, sustainability (Switzerland) is in first place, demonstrating a significant emphasis on sustainable practices in research. The focus of the six papers in the Journal of Production Technology Management is on production technology developments. Emerald new markets case studies (3 articles) encourage case-based learning. Journals such as California Management Review, Administrative Sciences, and others each offer two papers that cover a variety of topics like entrepreneurship, digital marketing, branding, and business strategy. When taken as a whole, these periodicals reflect interdisciplinary research endeavors in the management sciences that span digital transformation, sustainability, and strategic innovation.

Table 4.4
Bibliographic Source

Sources	Articles
Sustainability (Switzerland)	8
Journal of Manufacturing Technology Management	6
Emerald Emerging Markets Case Studies	3
Administrative Sciences	2
California Management Review	2
Cogent Business & Management	2
Journal of Brand Strategy	2
Journal of Business Strategy	2
Journal of Digital and Social Media Marketing	2
Journal of Entrepreneurship, Management & Innovation	2

Source: generated by biblioshiny.

4.4. Discussion

Digital transformation is having a significant impact on how people live, work, interact, and do business in industries such as human health, education, human resources, humanity, agriculture, and many more. This revolution has dramatically altered how humans tackle conventional issues, which undoubtedly affects all aspects of human life. The use of technology in the health industry is the use of an application to register at a hospital without having to physically visit the facility. Aside from that, technological advancements have expanded the public's access to proper information and consultation. In the sphere of education, new learning methods have arisen that are freely available through the internet. The learning process for instructors and students is becoming more accessible and diverse. Learning does not have to take place in person; it may also be done via video conferencing services.

Digital technology has the likely-to revolutionize agriculture by enabling farmers to operate more accurately, effectively, and sustainably. This approach improves environmental performance while also making agricultural employment more appealing to younger generations. In the realm of information and communication, access to information from around the world is faster and more accurate. Communication with coworkers and family is simple, even from far distant locations. In the economic sector, the introduction of payment instruments based on QR scans or mobile banking applications accelerates banking transactions. Additionally, there is data integration and economic equality. It is evident that digital change has impacted every aspect of people's life. It implies that virtually no element of human existence is unaffected by the digitization process, especially now that practically everyone owns a smartphone.

4.4.1. Achieve unreplaceable status

Digital transformation has been accomplished by many companies across various industries worldwide. The incorporation of technology into business operations offers significant benefits. One such technological improvement is the internet of things (IoT), which, despite its advantages, is often perceived as a warning to jobs across multiple sectors. Governments across the world have initiated digital transformation strategies to enhance technological adoption. Mosr of the nations have developed programs that focus on key aspects, including (1) expanding digital infrastructure and enhancing connectivity; (2) developing digital evolution roadmaps through strategic sectors such as, public services, education, healthcare, broadcasting and many more (3) accelerating the integration of national and intercontinental data centers; (4) addressing the need for skilled digital talent; and (5) formulating regulations and financing schemes to support digital transformation initiatives.

Numerous digital evolution concepts have been introduced globally. The rapid growth of the information economy has been crucial in keeping up with global economic progress. Governments and businesses around the world have set three primary strategic goals: (1) expanding availability (connectivity) and increasing digital infrastructure; (2) contracting a digital evolution a schedule in strategic sectors such as authorities, governmental services, social assistance, and education; (3) accelerating the integrating of national data centers; and (4) preparing for information technology HR needs.

While the digital economy has offered countless benefits worldwide, it also poses problems. The rise of digital societies and economies affects job prospects, favoring persons with excellent information technology abilities. This transformation needs a wider understanding of the value of digital literacy, which ensures that people can utilize technology successfully in their daily lives.

The increased need for information technology knowledge and educational degrees may undervalue individuals' contributions to the workplace. To reduce the dangers of automation and artificial intelligence displacing human occupations, companies and people must foresee the obstacles that informational capitalism will provide. To remain competitive in the workplace, people must improve their digital literacy, build their digital talents, adapt to changing digital cultures, and grasp emerging technical trends.

4.4.2. Barriers of digital transformation

Companies spend trillions of dollars annually to carry out digital transformation, yet digital transformation still has a failure rate of over 90%, which obviously has a harmful impact on corporate operations and ambitions to develop further (Ramesh & Delen, 2021). This is because the majority of the impediments mentioned in the research

are technology-related. Examples include insufficient and unreliable data, a lack of benchmarks and reference architecture, system integration complexity, poor technology maturity levels, cybersecurity concerns, and improper infrastructure (Raj et al., 2020). Other researches have highlighted a lack of an effective strategy and technological disruption (the premise that new technology replaces older technology) as the highest-ranking technical issue for digital transformation.

Meanwhile, additional technical aspects highlight the spread of digital technologies as a transformation facilitator, such as, mobile, cloud computing, and search-based applications. Similarly, discovered that digital transformation refers to the changes that digital technology might bring about in a business model, which result in modifications to goods, business structures, or process automation (Guenzi & Nijssen, 2021)

However, a review of several articles discussing the critical success factors of digital transformation grouped into technology and actor revealed an almost even distribution of papers, with 33% focusing on technology, 34% on actor, and 33% on both. Meanwhile, understanding the rate of change during digital transformation and its immediate impact on incumbents has received very less attention. On the actor-centric side, it is shown that there is a strong emphasis on leadership and competencies in a digital setting, whereas corporate culture and work environment have gotten less attention.

4.4.3. Major Findings from the literature

Table 4.5 highlights key studies that establish a strong connection between digital transformation (DT) and change management (CM). These studies emphasize that successful DT initiatives require structured CM to address organizational resistance, align workforce capabilities, and ensure technological adoption.

Table 4.5

Studies Showing the Connection between Digital Transformation and Change Management

Title	Author	Findings
Digital transformation success under industry 4.0: A strategic guide-line for manufacturing SMEs.	Ghobakhloo and Iranmanesh (2021)	This report provides a strategy framework for small and medium-sized enterprises to successfully utilize industry 4.0 technology. It identifies leadership, process automation, staff further education, and information-driven choices as critical drivers of the digital revolution.
Digital mindsets: Re-cognizing and leve-raging individual be-liefs for digital trans-formation.	Solberg et al. (2020)	This study investigates how particular digital mindsets influence the effectiveness of transformation attempts. It emphasizes the need of fostering a culture of constant learning, flexibility, and originality in digital contexts.
Managing for compe-tency with innovation change in higher edu-cation: Examining the pitfalls and pivots of digital transformation.	Jackson (2019)	This article explains how universities navigate digital evolution challenges, particularly in faculty adaptation, student engagement, and technological infrastructure. It provides strategies for balancing traditional educational practices with digital advancements.
Digital transformation of business models.	Kotarba (2018)	The study investigates how organizations redesign their business models to align with digital revolution. It explores the role of automation, ai, and cloud computing in reshaping commercial activities.

To be continued Table 4.5

Title	Author	Findings
Challenges and strategies for the adoption of smart technologies in the construction industry: The case of Singapore.	Hwang et al. (2022)	This research identifies barriers to adopting smart construction technologies, such as struggle to change, high implementation costs, and lack of technical expertise. It proposes strategic approaches to overcoming these challenges, including stakeholder collaboration and workforce training.
Managing the strategic transformation of higher education through artificial intelligence.	George and Wooden (2023	The study discusses how artificial intelligence is reshaping administrative processes, student learning, and faculty decision-making in higher education institutions. It shows the importance of ethical considerations and faculty readiness in AI-driven transformation.
Leading digital transformation: The role of leadership styles and change management practices.	Ahmad (2022)	This study explores how different leadership styles impact digital transformation success. It focuses the role of transformational leadership, employee engagement, and structured change management approaches.
Enterprise digitalization and the impact on organizational change.	Zhu and Zhang (2024)	This research examines how digital evolution disrupt traditional business processes. It discusses strategies for aligning digital initiatives with corporate culture and workforce adaptation.
Adoption of AI-driven decision systems: Organizational challenges and strategic approaches.	Chen et al. (2024)	The study investigates how businesses implement AI-based decision-making systems. It highlights resistance to AI adoption, data privacy concerns, and strategies for ensuring smooth integration.

4.5. Limitations and Future Research Directions

One key limitation of this reserach is its reliance on a single database, Scopus, for bibliometric analysis. While Scopus is a widely recognized and comprehensive academic database, it excludes relevant studies from other databases such as Web of Science, Google scholar, and IEEE Xplore, which may contain additional insights on digital transformation and change management. This limited dataset may introduce bias, potentially overlooking influential research published in non-Scopus-indexed journals. Future studies should consider a multi-database approach to ensure a more comprehensive and diverse representation of scholarly contributions in this field.

Digital transformation has become a pivotal aspect of modern businesses, significantly affecting sectors like healthcare, the public sector, and project management. In the healthcare sector, the adoption of digital technologies has been substantially studied, focusing on technology acceptance and its impact on patient care (Stoumpos et al., 2023). The incorporation of digital solutions enhances regulations, accessibility, and patient consequences, but challenges such as data privacy, interactivity, and user resistance remain unsettled. Similarly, digital transformation in the public sector presents distinctive challenges due to administrative structures, and the need for public confidence, requiring strategic approaches to implementation (Paul et al., 2024). Within

project environments, digital twins—projected representations of real-world systems—have appeared as a powerful tool for managing change, offering real-time institutions that improve decision-making and adaptability in multiplex projects (Acciarini et al., 2024). However, the success of digital transformation initiatives mostly depends on effective change management. The role of change management is significant in ensuring smooth transitions, reducing resistance, and reducing organizational goals with technological advancements (Vrcelj, 2023). Within project settings, change management strategies contribute to success by identifying uncertainties, promoting stakeholder engagement, and ensuring absolute integration of updated technologies and processes (Zangana et al., 2024).

V. CONCLUSION

Digital transformation (DT) has become a vital need for business undertaking to maintain competition in an increasingly virtual world. However, the success of DT surpasses mere technology adoption; it requires a structured approach to change management (CM). This study, through bibliometric mapping, has provided a framework of the research landscape in DT and CM, identifying key trends, influential studies, and emerging gaps in the field. The close relationship between change management and digital evolution is one of the study's main conclusions. The report emphasizes that in addition to technology innovation, effective DT initiatives also need for fundamental adjustments to organizational culture, worker skill development, leadership approaches, and business models. Despite digital technologies facilitate transformation, there are nonetheless still many obstacles to overcome, including reluctance to change, insufficient leadership, and an absence of alignment with corporate goals.

Even with the growing body of research, significant gaps remain, especially in understanding how digital transformation can be effectively sustained over the time This study suggest several promising future research directions, including digital transformation in healthcare, the public sector, and project environments, as well as the role of digital twins in managing change. In order to offer helpful insights, more investigation is required to provide useful insights into the long-lasting effects of digital transformation activities. The findings of this study stress the importance of change management to the success of information technology progress.

Business must adopt a holistic approach that integrates technology, leadership, workforce engagement, and cultural transformation. Even though digital technologies still developing, their successful implementation depends on the human and strategic aspects of change management. Future studies must concentrate on long-term sustainability, industry-specific challenges, and the integration of emerging technologies in digital transformation efforts. Both academia and business can help create more resilient, agile, and future-ready companies in the digital era by filling up these research gaps.

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