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Revisiting Organisational Culture across Classical theories and Digital era - A Review

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Abstract: Organisational culture has been an enduring concept from classical theories to the present digital era due to its influence on employee behaviour, productivity and overall organisational effectiveness. In classical theory, organisational culture was considered as a stable system with shared values, beliefs, and practices, while the digital era has changed in the way it is created, communicated, and perceived within organisations. This review paper is an attempt to understand the traditional fundamentals of organisational culture along with the adaptation to technology driven factors like digital transformation, hybrid work, digital leadership, and cybersecurity threats from the digital era. Based on the prior literature, this paper reviews the definition and identical terms, prevailing theoretical frameworks, measurement models, and exploring the organizational culture and performance relationship, along with revisiting these foundations in the digital context.
Keywords: Organisational culture, cybersecurity threats, digital transformation, digital leadership, hybrid work.

Introduction

Culture is the unique dominant patterns of behavior in organizations. It includes the values, beliefs, norms, visions, language, symbols and habits. It helps in shaping the behavior of individuals to act in different situations. An organisational culture shaped the individual and group interactions with the stakeholders. Extensive research has been carried out on organizational culture in various countries. It is believed that organizational culture provides a competitive advantage and has also influenced the success of organizations.

Most of the studies have not provided a promising solution, due to the complexity and difficulty of measuring organizational culture. According to Kotter and Hesket (1992), determining a positive association between culture and performance is difficult since certain companies may have non-adaptive or faulty cultures that damage performance. The relationships between organizational culture and performance have been established in the literature (Gordon and Tomaso, 1992; Flamholtz, 2001; Denison, 2005; Flatt and Kowalczyk, 2006).

Fauziah (2011) stated that organizational culture has an impact on the performance. But the management should pay proper attention to the influence of power distance as it can endanger the company's performance. The Malaysian companies have a high power distance culture, particularly in three industrial areas (trading and services, finance, and construction). Denison (1990) included management practices in his studies on culture along with the underlying assumptions and beliefs as it is an important factor but often neglected in the study of organization. It was found that the performance of an organization depends on the values and beliefs held by its members. An organization with a strong culture has widely shared values among its employees. These can be a good predictor for the future performance of organisations. The same was evident from the study by Gordon and DiTomaso (1992).

A wide variety of study is carried out in various industries in the developed (Gordon and DiTomaso,1992; Flamholtz, 2001; Coffey, 2003; Flatt and Kowalczyk, 2006) and developing countries (Kalyani, 2006; Ojo, 2009; Zhang & Pan, 2009; Kansal, 2011). But, according to Wilderom and Berg (1998), the researchers should find solutions to reduce the gap between employees' desired organizational practices and their perception of the organizational practices.

Method

The review paper highlights the definition, conceptualization, and measurement of organizational culture. A specific focus has been given on its effect on financial and non-financial performance of the company. All the published research was identified in the area through online databases like Ebsco, Proquest, and Google Scholar. The database included research from developed and developing countries that had been published in journals such as European Management Journal, Harvard Business Review, International Journal of Multidisciplinary Research, International Journal of African Studies, Organizational Dynamics and Administrative Science Quarterly, Strategic Management Journal and others.

Key word and term identification

Other than corporate culture, related terms like organizational climate, organizational factors, workplace environment, and work culture were also included in this review as they are considered to be of similar nature.

- Workplace environment is about not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees. This refers to changing aspects like ethics, behaviour, commitment, professionalism, drive and interpersonal relations in employees for the better Chandrasekar (2011).

- Climate is held to be a summary perception of how an organisation deals with its members and environments, and thus develops specifically from internal factors primarily under managerial influence Wallace (1999).

- Workplace culture is about making one adapt to the various aspects such as communication patterns, hierarchy, dress code if any, workspace and most importantly working and behavioral patterns of the boss as well as the co-workers Chandrasekar (2011). Culture and climate are distinctly identifiable elements within organisations, there is some overlap between the two terms. It is about including and establishing a clear and well documented work process, treating employees fairly and consistently, participating in training and continuing education (Sinha, 2010).

Definition of Organisational Culture

- Hofstede (1984) defined organisational culture as "the collective programming of the mind which distinguishes the members of one organization from another. The shared values, beliefs, and practices provide a framework for the member's appropriate behaviour.
- An organization's culture is typically defined as a shared set of beliefs, values, and assumptions among its members (Schein, 1985).
- Corporate culture is the pattern of shared and stable beliefs and values that are developed within a company across time (DiTomaso, 1992). Culture is commonly believed to be a shared phenomenon. It backs up the idea that a strong culture will showcase consistency in employee perception towards company values and can be a predictor for it's short-term future performance.
- Culture is the system of shared beliefs, values, customs, behaviours, and artifacts that the members of society use to cope with their world and with one another, and that are transmitted from generation to generation through learning (Vaughan Coffey, 2003).
- Denison, Haaland and Goelzer (2004) defined culture as a complex phenomenon ranging from underlying beliefs and assumptions to visible structures and practices, healthy skepticism also exists as to whether organizational culture can actually be ''measured'' in a comparative sense.
- Lee and Yu (2004) defined organisational culture as a set of values and beliefs held by employees and it can be a source of competitive advantage. As a result, strong cultures imply cultural homogeneity and pervasiveness of these ideals. Strong cultures impact upon a wide range of organizational processes. Thus, it can be valuable as it improves commitment, loyalty and reduces bureaucratic costs through social control, among other impacts.
- Long-Yi Lin, Mi-Shu Lai (2008) defined corporate culture as a business value, belief, symbol, assumption and regulation, it is a kind of common recognition by employees and knowing the principle of how to work well in the company.
- Duygulu and Ozeren, (2009) mentioned that organizational culture has "sui generis" characteristics. It emphasises an organization's culture to be unique.
- As per Ojo (2009) organizational culture is a powerful mechanism for controlling behaviour by influencing how we attach meaning to our world and how we interpret events.
- Organization culture is widely held beliefs, values and practices which differentiate one organization from another and often affect the organization's success or failure **(**Oparanma, 2010).
- Sinha, Singh, Gupta, and Dutt (2010) defined it as the dynamic set of assumptions, values and artifacts whose meanings are collectively shared in a given social unit at a particular point in time.

Schein (1984) and Hofstede (1984) pioneered the concept of culture towards the development of organisations. Organisation culture is represented as corporate culture by a few authors (Lin & Lai, 2008). It has been denoted as a social phenomenon which includes the values, beliefs, and artefacts (Denison, Haaland, & Goelzer, 2004; Vaughan Coffey, 2003). It is described as a culture metaphor which identifies the differences in cultural values across the nations (Hofstede, 1984). A strong culture can be created when values are deeply embedded in the organisational practices and it can influence the behaviour of all the employees. It has been characterized as a shared pattern of which helps in controlling the behaviour (Ojo, 2009). It provides a framework to employees on how to perceive, think, and feel. The culture of an organisation is distinct from others (Duygulu and Ozeren, 2009; Oparanma, 2010).

Measures of Organisation Culture

Cultural Dimensions Theory

Cultural Dimensions Theory was established by Hofstede (1984) for understanding cultural differences between countries and determining how businesses are conducted in different cultures. It identified five dimensions for analyzing the cultural values which

are Individualism vs. Collectivism; Uncertainty Avoidance Index; Femininity vs. Masculinity; Power Distance Index; and Short-Term vs. Long-Term Orientation. Later on one more dimension of Restraint vs. Indulgence was added to this framework (Hofstede, 2010).

Cultural Model

Deal and Kennedy's (1982) two-dimensional model showed that the business environment had the greatest single influence on its culture. The two factors were the degree of risk involved with the company's actions divided into low and high; and the speed with which companies – and their employees – receive feedback on whether decisions or plans are effective divided into slow and fast. Finally, they are classified into four types of culture which are Work Hard/Play Hard Culture, Tough Guy/Macho Culture, Process Culture, and Bet-Your-Company Culture.

Organisational Culture Index

The Organisational Culture Index is an instrument developed by Wallach (1983) which distinguishes culture into three types; bureaucratic, innovative, and supportive cultures. It is a 24-item questionnaire which has eight items in each of the three types of organisational culture. The Bureaucratic Culture are characterised as Procedural, Hierarchical, Structured, Ordered, Regulated, Established-solid, Cautious, & Power-oriented; Innovative culture are characterised as Risk taking, Result-oriented, Creative, Pressurized, Stimulating, Challenging, Enterprising, & Driving; and Supportive Culture are characterised as Collaborative, Relationships-oriented, Encouraging, Sociable, Personal freedom, Equitable, Safe, & Trusting. The respondents have to rate the items considering the nature of their organisation on a scale of 0 to 3. The option 0 means 'doesn't describe my organization', 1 means 'describe my organization a little', 2 means 'describe my organization a fair amount' and 3 means 'describes my organization most of the time'.

Organisation Culture Inventory

The Organisation Culture Inventory designed by Robert A. Cooke and J. Clayton Lafferty (1987) is a quantitative instrument that measures 12 sets of behavioural norms and describes three types of organizational cultures: Constructive, Passive/Defensive, and Aggressive/Defensive. The behavioural norms are assessed based on two dimensions; the first dimension is about concern for people and concern for tasks. The second one is about fulfilling satisfaction needs and maintaining security needs. The norms for constructive culture are defined as achievement, self-actualizing, humanistic-encouraging, and affiliative behaviors, which focus on meeting the employee's highest level satisfaction needs. The passive/defensive cultures norms are defined as approval, conventional, dependent, and avoidance which does not affect the employee's personal security. Finally, the norms for aggressive/defensive cultures are characterised as oppositional, power, competitive, and perfectionistic which stimulates them to act vibrantly to maintain their security needs.

Denison's organisational culture survey (DOCS)

This model was developed by Denison (1990) for identifying the core beliefs and values of an organisation's culture. It is a 60 item questionnaire based on four traits of an organisation which are involvement, adaptability, consistency, and mission. These four traits have three indices which measure 12 indices. The DOCS model splits itself into two hemispheres, namely Internal / External, and Flexible / Stable.

Organizational Culture Profile

The OCP was developed by Charles A. O'Reilly III, Jennifer Chatman, and David F. Caldwell to measure the person-organization fit. It consisted of 54 value statements which were categorised into eight dimensions, namely innovation, attention to detail, outcome orientation, aggressiveness, supportiveness, emphasis on rewards, team orientation, and decisiveness. It looked at the extent to which specific values define a target organization as well as an individual's preference for that set of values." The assessment of organization's characteristics or individual's value preferences was scaled from most to least desired (O'Reilly, Chatman and Caldwell, 1991). The OCP was later shortened by Cable and Judge (1997) into 40 items which measure organizational and personal culture orientations on a five-point scaling where 1 is Not At All, 2 is Minimally, 3 is Moderately, 4 is Considerably, and 5 is Very Much.

Organisational Culture Model

Schein (1996) identified cultural phenomena at three levels which are visible, open expressions that can be seen and felt to the deeply ingrained, unconscious, basic assumptions which are regarded as the core of culture. These levels are behaviours and artifacts, espoused values, and basic underlying assumptions. The beliefs, values, norms, and rules of behaviour that members of the culture employ to portray the culture to themselves and others are sandwiched between these layers. The six types of assumptions which serve as a pattern for organisations are organization's relationship to its environment, nature of human activity, nature of time, human nature, nature of human relationships, and homogeneity vs. diversity.

Organisation Culture Scale

The OCTAPACE profile was designed by Pareek (2003). It consisted of 40 items which profiles the organisation based on eight values, namely openness, confrontation, trust, authenticity, pro-action, autonomy, collaboration and experimentation. The values were measured using four point scaling where 1 is very low value, 2 is fairly low value, 3 is fairly high value, and 4 is highly valued. Rao (1999) stated that organisations are going to benefit more when these eight values are present in these combinations, openness & confrontation, autonomy & collaboration, trust & authenticity, and proactive & experimentation.

Organizational Culture Assessment Instrument (OCAI)

The Organizational Culture Assessment Instrument (OCAI) was developed by Cameron and Quinn (2011) based on the model of competing values framework for determining an organization's existing and desired organisational culture. This framework determines whether an organization's focus is internal or external, as well as whether it seeks flexibility and individuality or stability and control. It measures the organizational culture based on six dimensions, namely dominant characteristics, organizational leadership, management of employees, strategic emphasis, and criteria for success. Further, it was classified into four dominant culture types which are clan, hierarchy, adhocracy, and market culture.

The various organisation culture measurement tools have assessed it based on types or dimensions. The majority of those that utilised a dimensional method used either 4 or 5 scaling to ask respondents to rate their level of agreement. It had around 12 to 60 items for measuring the culture dimensions. While some of the instruments are theoretically and conceptually sound, others were developed with a more practical approach. Some of the instruments focused on specific characteristics of organisational culture, while others examined it in a broader perspective. Most of them considered the employee perceptions towards various working environments existing in the organisation, while few of them examined the values, beliefs, and assumptions. Some of them assessed an organization's operating culture in terms of the behaviours that members believe are essential to fit in and satisfy expectations, while one assessed it based on cultural differences across various countries. These instruments varied in terms of its usage in empirical studies, validity, reliability and methodology.

Implications of Organizational Culture on Performance

The evidence suggests Booth (2008), that the strong culture is one dimensional and simplistic. It points out the more complicated aspect of organisational culture that management should address. This research concludes that strong culture can result in revenue generation. In the highly competitive retail industry in the UK, the key players must take account of the factors that influence the intensity of sales and adopt policies that improve their sales effectiveness.

A number of important writers (Flamholtz, 2001; Denison, 2005; Flatt and Kowalczyk, 2006; You, Coulthard and Lazarevic, 2010) have identified a link between corporate culture and organisational performance. But many of these studies have focused on a simple link between financial outcomes and corporate culture. The problem is that for many firms quoted on the stock market the key financial outcome, profit, is a lagging indicator of culture and is often determined by a number of other factors which may not be related to culture at all, but to the economic environment of the firm and its plans for the future. DiTomaso (1992) stated that instead of taking profit as the independent variable, sales have to be considered as an important indicator.

You, Coulthard and Lazarevic (2010) identified adaptability as a key factor in enhancing business performance. A message to the Australian automotive industry is to concentrate on creating change, build strong customer focus, and become learning organisations. Low performing firms need to create an environment that encourages change, adopt new ways to do work, and improve teamwork. Al-Swidi and Mahmood (2011) stated that the organizational culture of a bank should lead the employees to adopt the bank's values towards achieving the future vision. The bank environment should be encouraging staff to come up with new and inventive ideas in order to improve the bank's competitive advantage. In other words, bank environment should tolerate failure and encourage employees to develop new and innovative ideas to enhance the bank's competitive advantage. A strong culture has a positive impact on organisational performance (results), particularly if the organisation adapts to the environment and interacts proactively with it as stated by Garmendia (1992). Organisational culture might create an environment that would stimulate creativity and motivation, thus leading to higher productivity and quality as viewed by Mathew (2007). Mallak et al., (2003) mentioned that the results supported culture strength's links with higher performance levels and identified the built environment's role as a moderating variable that can lead to improved processes and outcomes.

Afobunor (2012) highlighted that culture influences work practices and has a profound impact on the way customers perceive the organization. MNCs in Nigeria tend to maintain the same organisational culture of their home countries within their host countries' operations, and that there is a relationship between organisational culture, customer satisfaction and organisational performance. Bellou (2007) stated that developing a culture which fosters customer satisfaction can provide a competitive advantage to the organisation. As a result, it is vital for organisational agents to not only have a comprehensive understanding of the existing culture, but also to shape it in a way that prioritises the requirements and priorities of customers. Berson (2007) identified that cultures of leaders who value freedom and creativity tend to hold a higher emphasis on innovation as a key cultural characteristic. In turn, such cultures are likely to contribute to performance outcomes such as company sales growth. Culture is an important factor in organisational performance and successful management of culture can increase profitability (Flamholtz, 2001). The financial indicators are not the only reliable indicators for predicting an organization's performance. Enterprises, which are more customer (externally) oriented, show better market performance as well as better financial performance. The findings also show that more employee (internally) oriented enterprises, show positive impact to their market as well as to their financial performance concluded by Belak and Milfelner (2011). Individual qualities can be translated into corporate practices, such as organisational culture, which are then linked to subjective and objective performance measures. According to Berson (2007), CEOs can compensate for their own preferences when a cultural form that is personally incongruent is regarded desirable for the firm by being conscious of the aspects in which their values complement that form.

Flatt (2006) hypothesized that strong culture benefits a firm by directly enhancing performance as well as indirectly by enhancing its reputation, which then influences a firm's financial performance. Garmendia (1992) noted that financial results have generally been taken to be equivalent to success and even effectiveness of the organisation itself, the entire organisation. This is obviously questionable, because what shareholders may regard to be beneficial may have negative connotations for management, staff,

customers, and so on. Hence, defining organisational effectiveness as the achievement of a system of values (goals) is assumed to accommodate more than just the organisation's financial results or one or a few of its stakeholders. Coffey (2003) reported that a high level of company effectiveness is positively associated with strong organisational culture. Gordon (1985) is concerned less with the degree of cultural strength than with the type of culture, viewed from certain different angles chosen – or apparently chosen – in accordance with no prior theoretical criterion. He then relates the respective profile of traits to the line of business, the more or less dynamic nature of the company and even to its success or otherwise, a concept not clearly defined.

Ghorbani and Sabbagh (2011) stated that an organization can rebuild itself through organizational learning as a central element and is a valuable tool to reach long term results. It is recommended to create a strong culture in the organization in order to increase the organizational alteration, organizational learning, improvement of operation level, exploitation of the organization and finally employees' job satisfaction. As per Hirota et al., (2007) the strength of corporate culture significantly affects corporate policies such as employment policy, management structure, and financial structure. The culture and its embedding contribute to better corporate performance. Corporate culture, usually viewed as unobservable, ambiguous, and hard to measure in academia, is a crucial determinant of corporate policies and performance.

Eker & Eker (2009) highlighted that firms with a flexible culture tend to use non-financial performance measures, and use PMS for aims such as organizational attention-focusing and supporting strategic decision-making more than firms which have a control culture. Organizations with a control culture are more likely to employ PMS for monitoring and legitimization than firms with a flexible culture. As per Mathew (2007), **o**rganisational culture has an impact on the conception, planning, implementation and effectiveness of quality initiatives. By blending the quality requirements into the aspects of organisational life lived by the organisational members, organisational culture facilitates and enhances quality. Owen, Mundy, and Guild (2001) observed that the ability of an organization to sustain the delivery of quality products and services is essential to its long-term success.

The people-oriented aspects of culture like concern for employees and trust enhance the affective disposition of the employees. Mathew (2007) could observe that this often led to extra role behaviours, thus contributing to increased productivity. Corporate culture is very important in every organization and that it has a positive impact on employee job performance (Ojo, 2009). Furthermore, corporate culture has a positive impact on organisational productivity (Oparanma, 2010). Increased productivity and efficiency is achieved when the core values of the organization are strongly believed by a large number of people in the organization because they get committed to the objectives of the organization which is reflected in the way and manner in which they speak or brag about the special attributes of the organization. Companies that know how to develop their cultures in an effective way most probably have the benefit of advancement in productivity and the quality of work life among the employees (Kumar, 2008). Indeed, employees must absorb the organizational culture at the maximum strength and the top management should provide a precise guideline and direction to motivate the employees in achieving the company's objectives. Successful firms appear to have strong cultures that attract, reward, and retain the loyalty of those who execute jobs to achieve objectives. Owen, Mundy, and Guild (2001) believed that the sustainable high performance organization is one that is able to remain responsive to marketplace expectations; and sustain the behaviors required to meet marketplace expectations. The five success factors are (1) Senior leaders' perception of the marketplace (2) Shared vision, mission, values, and strategies (3) Leadership practices (4) Infrastructures (5) Employee attitudes and behaviors.

Research findings by Kumarasinghe and Hoshino (2003) indicate that the relationships among members, speed of decision making, product strategies, creativity and innovativeness, quality of employees and technology, and strategic dynamism are significantly different among successful and unsuccessful organizations. The factors which can have an effect on the return on investment are culture, structure and strategy. The result indicates there exist taller hierarchies, larger power distance and centralization in developing countries like Sri Lanka.

Gorden and DiTomaso (1992), investigated the relationship of culture strength and two cultural values; adaptability and stability with corporate performance. They found that strong culture, adaptability and stability are associated with better performance. Mallak et al., (2003) Organizations with stronger cultures tend to achieve higher performance and potentially improved clinical outcomes than those with weak cultures. Culture strength is certainly something we can observe in an organization by examining unwritten rules and how people deal with them. Strong cultures are only valuable if they exhibit the adaptive and learning qualities Lee and Yu (2004). Otherwise, during times of rapid change, they become a liability.

Long-Yi and Mi-Shu (2008) asserts that most of the different corporate culture types have a significantly positive influence on public relations strategy. It says public relations strategy that meets with corporate culture type will make a high level of public relations, and high level of public relations has a significantly positive influence on organizational performance.

The culture of the organization should be developed to support continuous improvement, improve employees' style of performing their job and thus develop quality awareness Ojo (2009). Organizational development programs have produced measurable cultural changes (Sanders and Cooke, 2005) that, in turn, have led to improvements in bottom-line financial performance. Various types of culture impacts the motivation level and therefore, the organization should strive to nurture and develop the right type of culture in order to foster the motivation level of the employees which will become a source of competitive advantage (Sinha et al., 2010). Increased involvement leads to increased motivation and engagement with the organisation, which leads to improved performance.

Kumarasinghe and Hoshino (2003) pointed out that performance in an organization is influenced by culture, structure, strategy, strategy - structure fit, and strategy - environment fit. Kaupa and Atiku (2020) stated that in order to produce outstanding

performance, a match between organisational culture and business strategy should be created and implemented. It can be done by creating a strategic plan which explains the business objectives and indicators reflecting on the organisation's ambitions.

Role of Organisational Culture in the digital era

In the digital era, there is a replacement of human work with technology which necessitates the need for cooperation between them. Due to the advent of computerisation, automation, and artificial intelligence, there is a change in the entire operations of the organisation (Soliman & Youssef, 2001) which even extends to the existing organisational culture (Lis & Piech, 2025). Traditionally organisational culture used to deal with people but now it becomes imperative to understand the role of cultural practices in digitalisation.

As per Hasan et al, (2025), digital transformation is vital for innovation and redefinition of business processes in the digital era. It depends on the existing organisational culture whether the employees accept or resist it. As per Ababneh, 2021, the organisations shared values, beliefs and practices help the members to adapt and implement the technological changes. This can become easier with an organisational culture which supports adaptability, continuous learning, and innovation (Denison, 1990; Ferdaus et al., 2024; Schein, 2010). Proper supportive organisational culture can only bring the technology innovation to the fullest possible extent in terms of process automation and real-time reporting (Granlund, 2011). A strong culture with technology adoption increases the organisation's innovation capacity and makes it successful in the dynamic environment (Vial, 2019). Iansiti and Lakhani (2020) suggested that an organisation which has a digital ready culture can get the maximum benefit from digital transformation. Schein (2010) stated that leadership is the key factor towards creating a culture which accepts digital transformation.

Hybrid work as a flexible working arrangement is effective for an organisation but can impact the social system of employees (Glaveski, 2021). The biggest challenge for a remote work environment is social isolation which the organisations should address on promoting connection (Gagne et al., 2022). However, the adoption of hybrid work promotes a sense of belonging while striking a balance between employees' isolation and collaboration (Kangas et al., 2023; Gibson et al., 2023). As per Urrila et al., (2025), by adopting remote, and hybrid work patterns, the HR policies and practices should concentrate on the autonomy, competence, and relatedness of employees. In the flexible work arrangements, the organisation culture should cultivate trust and autonomy (Wieczorek, 2024).

Digital leadership is an emerging concept which utilises the digital platform to direct employees behaviour towards achieving the long term organisational objectives (Al-Husban et al., 2021). A digital leader is an individual who embraces the potential of digital tools and trends, fulfills the roles and responsibilities of a strategist, and innovator while driving innovation and efficiency through promotion of a learning and adaptive culture (Wang et al., 2021; Cetinkaya & Surucu, 2025). As per Schwartz & Rist, (2017), it is the leader's responsibility to create a work culture that motivates employees to accept and adapt new information and knowledge resulting in improvement in their efficiency and effectiveness. Organisations can develop a digital culture by adopting leadership strategies of agile leadership and visionary leadership (Joseph & Ravikumar, 2024). It was supported by Cetinkaya & Surucu, (2025) that a strong digital culture will bring success to digital leadership initiatives and foster a work environment which encourages experimentation, adaptability, and creativity (Adie et al., 2022; Erhan et al., 2022). Furthermore, there is a need to develop a comprehensive strategy that takes into account the organizational dynamics, leadership styles, and individual self-efficacy to promote a digital culture (Khan et al., 2020).

In this digital era, organisations are keen in ensuring that the employees comply with cybersecurity policies and procedures due to the rising threat of security (Chen and Tyran, 2023). It becomes necessary for organisations to develop a cybersecurity culture, where it is the norm followed by employees to recognise and act against cyber attacks (ENISA, 2017). Cybersecurity culture is the norms, beliefs, values, and practices followed by organisations to deal with cybersecurity (Sharma & Aparicio, 2022). As per Butler & Brown (2023) to have a cybersecurity culture, it requires top level management involvement and they should serve as a role model. So it should not be treated as a technical problem but rather need to be dealt with as a management problem. Any organization can have an effective cybersecurity culture, if their employees have high awareness of cybersecurity, are motivated to protect security, and have the necessary skills, technology, and ability (Sutton & Tompson, 2025). The employees working in organisations with a strong cybersecurity culture believe that cybersecurity is a shared responsibility and an essential part of their duty (Orehek and Petrič, 2021). According to Branley-Bell et al. (2021), it is necessary that cybersecurity should be given top priority to build a successful cybersecurity culture for which it not only requires the right behaviour from the employees but also it can be achieved through the organisation.

Organisational culture functions as a contextual amplifier in the digital era. A culture which is supportive maximizes the benefits of technology on creativity, responsiveness, and experience of employees. The digital era outcome can be in terms of digital innovation, agility, virtual collaboration, knowledge sharing on platforms, and cybersecurity compliance. Furthermore, new performance outcomes can be the critical measures of organisation's effectiveness and success.

Conclusion

Organizational culture is still a fundamental concept in the digital era for comprehending how organizations operate. Numerous studies have been conducted in the area of organisational culture but still it continues to be a matter of interest to both academicians and practitioners due to two reasons. The first one is that the performance of organizations is dependent on the alignment of employee values to company strategy (Denison, 1990; Gordon and DiTomaso, 1992). The second is due to the argument that the organizational culture is dependent on the capable and skillful control of the management through which they can direct culture to their desired end

(Deal and Kennedy, 1982; Pascale and Athos, 1981; Peters and Waterman, 1982). Further, it is evident that a strong culture can help in creating a competitive advantage and also can result in superior business performance.

This review shows that classical theories of organizational culture still provide a solid foundation for examining modern digital workplaces. The digital era has changed the way how culture is created, communicated, and perceived within organisations, but it does not reduce the significance of traditional approaches. However, it emphasizes the value of revisiting the conventional approaches in order to meet the new ethical, behavioral, and technical challenges. Finally, this paper contributes to a more comprehensive understanding of organizational culture by connecting traditional theory with digital-era practice.

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