

THE ROLE OF ORGANIZATIONAL CULTURE OF ENTERPRISES IN THE PROCESS OF THE COMPANY DIGITAL TRANSFORMATION IN THE LIGHT OF THE RESULTS OF SEMIOTIC ANALYSIS AND CASE STUDIES

Introduction

The considerations in the article are focused on the one hand on the organizational culture of the enterprise as a central concept in management, and on the other hand the digital transformation of the organization increasing its scope under the influence of technological progress. The development of information and communication technologies brings a number of consequences that concern both the macro and micro scales. This is reflected in the development of the information society, the network society, as well as the digital economy and the digital transformation that modern organizations are now experiencing. The multifunctionality and application potential of digital technologies make them applicable in many areas of enterprise management, including product offerings and communication with recipients. This is related to the high dynamics of changes in the sphere of desired skills of employees and the need to develop competences such as continuous learning and innovation, building a network of contacts and analytical insight which is achievable thanks to critical thinking, as well as the use of advanced technologies [Ostrowska, 2022:

* Magdalena Sobocińska, Associate Professor – Wrocław University of Economics and Business. ORCID: 0000-0002-5231-2511.

** Katarzyna Sanak-Kosmowska, Associate Professor – Krakow University of Economics. ORCID: 0000-0003-3701-8899.

20–24]. In this context, there is a question about the role of organizational culture in stimulating digital transformation processes. Therefore, the purpose of the article is to show its role in the process of digital transformation of the organization.

The research problem is to identify the importance of the enterprise organizational culture in the process of systemic transformation. It should be added that corporate culture is perceived in this article as an autonomous nervous system of the organization [Kilmann, Saxton, Serpa, 1985], which is created by assumptions, norms, values and patterns of behavior that are shared by the company members [Dessler, Turner, 1992]. In turn, digital transformation, which is a concept that can be analyzed from the perspective of society, economy, industry, organization as well as individual one, is presented in the article through the prism of the enterprise and understood as the intended, progressive evolution of the company, its business model, processes and resources, in the context of both the applied strategy, tactics and operational activities based on modern IT solutions [Mazzone, 2014: 8].

Aiming to achieve the formulated purpose of the article, a research procedure was conducted. It was based on review of the literature, as well as on semiotic analyzes and case studies performed in accordance with the qualitative approach.

In addition to the introduction, the basic structure of the article includes literature review, materials and research methods, results, discussion, and conclusions, which indicate the directions for the development of further research in the field of the issues presented in the article.

1. Literature review

As defined in terms of a strategic resource, organizational culture of an enterprise may be a source of lasting competitive advantage, while among the tasks it performs, the function of binding element in the firm should be indicated. Referring to the results of research by J. Kotter and J. Heskett [1992: 21], it should be emphasized that there is a statistically significant relationship between the strength of organizational culture and the company long-term economic efficiency. The basic dimensions of organizational culture include customer orientation, employee orientation, process orientation, performance standards and responsibility, openness to change and innovation. At the same time, it needs to be added that an important aspect of organizational culture management is that small differences in the norms and values adopted in the organization transfer into significant differences in the economic efficiency achieved by the company. Effectiveness in corporate culture management is analyzed at the level of cultural match, behavioral coherence, as well as the cultural gap, i.e., the difference between the declared or desired values and the observed employee behavior. Appreciation of the importance of organizational culture in an enterprise is proved,

for example, by the fact that positions of director for organizational culture are created in company structures. This is illustrated by the example of Google. On the other hand, Southwest Airlines, striving to strengthen important values for the firm, established a Culture Committee composed of 120 members [Flamholtz, Randle, 2018: 8–39].

The significance of organizational culture in an enterprise is expressed by the functions it performs. Corporate culture enables employees to feel their identity, satisfies the important need for belonging (integration function), increases the level of understanding of the validity of implemented actions (perceptual function), provides a sense of security and enables the provision of knowledge about “good practices” (adaptation function). It is an important tool stimulating the process of improving competences (development function) [Wziątek-Staśko, Krawczyk-Antoniuk, 2023: 260].

At the same time, it should be emphasized that managing organizational culture involves considering the immanently linked norms, assumptions and values at individual stages of the personnel cycle, including the stage of employee recruitment, their appraisal and development, as well as remuneration.

Based on the conducted literature review, it should be concluded that research on the relationship between organizational culture and company strategy plays an important role in the scientific discourse on corporate culture. It may take various forms, which depends on the level of compliance of the introduced advancements with the existing company culture and on the number of changes in key organizational factors that are necessary to implement the new strategy [Bjerke, 2004: 47]. If the implementation of a new strategy and the development of the company are related to many changes in the functioning of the company, and these changes are consistent with the existing organizational culture, the company is in a good position and can benefit from the power of cultural reinforcement. Consolidating the organizational culture of the company is also necessary when the implementation of a new strategy requires few changes consistent with the current corporate culture. In these cases, it is important to communicate to employees that the implemented adjustments are consistent with the existing values, norms and assumptions that create the organizational culture of the company. The positive impact of organizational culture on the functioning of an enterprise is that the values, norms and assumptions which are the basis of organizational culture provide employees with a sense of heading in one direction and at the same time enable individuals to identify with the enterprise. The relationship between strategy and organizational culture is different if the implementation of a new strategy creates the need to introduce changes in key organizational factors that are not consistent with the current company culture. In this case, achieving goals requires mitigating cultural resistance, because the ongoing applicable norms and values that create organizational culture have a negative impact on the company and hamper introduction of necessary changes [Bjerke, 2004: 66]. This also applies to advancements related to the digital transformation of the organization.

When presenting the results of the literature review, it should be stated that the approach to digital transformation has changed over the years. While initially digital transformation was identified with the search for operational efficiency, in recent years of dynamic development of artificial intelligence, big data as well as virtual and augmented reality in the scientific discourse on these issues, it can be noticed that digital transformation is perceived not only through the prism of opportunities for organization improvement, but also as an initiator of innovations in the ways of creating value and changes in the business models followed by the company. This means that in the scientific discourse on digital transformation, in addition to the efficiency and operational perspective, there is also a strategic and customer-centric perspective [Mazurek, 2019: 61].

The digital transformation process is multi-stage and aims at achieving the company's ability to fully integrate new technologies with its core business processes and culture, i.e., digital maturity that enables continuous adaptation and implementation of innovations in response to changing market and technological conditions [Ross, Beath, Quaadgras, 2016: 90–98].

In the digital transformation processes implemented by enterprises, organizational culture plays a significant role, which can be both a factor stimulating this process and a barrier to its implementation. Overcoming the natural human predisposition to reject changes is the main problem in implementing digital transformation [Oreg, Vakola, Armenakis, 2011: 461–524]. Considering the human factor in digital transformation involves filling skill gaps and building an organizational culture supporting digital transformation. The relationships between digital transformation, organizational culture and organizational identity are multidimensional, and the very digital transformation is also a source of cultural transformation in an organization. The relationships between these concepts are identified through the prism of cultural continuity and cultural change. Cultural transformation refers to how digital transformation can change organizational culture, while cultural continuity comprises those elements of culture that remain unchanged. At the same time, it should be noted that failure to consider cultural factors in the digital transformation process may be the reason for transformation's lack of success. Cultural change that accompanies the transformation without maintaining the continuity of certain elements of organizational culture results in company chaos, and at the same time, the stability of culture without its renewal may lead to anachronism and anchoring the company in the past. The review of the literature on the subject allows for concluding that there are four basic options regarding digital transformation and the accompanying changes in organizational culture, i.e., identity crisis, chaotic identity, conservative identity, and renewed identity. Identity crisis occurs when digital transformation leads neither to cultural change nor to maintenance of cultural continuity. The identity crisis hinders carrying out digital transformation, while shaping a strong

digital identity that would create the foundation for incorporating information technologies into the business model is the managerial challenge. In turn, chaotic identity refers to a situation in which digital transformation brings a fundamental change in organizational culture without maintaining the cultural base. This makes the changes inconsistent and illegible for employees. Conservative identity, on the other hand, occurs when digital transformation consolidates and strengthens the existing culture. However, this may result in inertia and failure of the company to notice its own anachronism. The fourth presented option is called a renewed identity, which enables the company to sustainably reestablish itself by introducing a cultural transformation while maintaining cultural continuity. In this case, digital transformation is consistent with employee values and is fully understandable [Pedersen, 2022].

It should be emphasized that developing technology, as well as changing values, norms and social expectations interact in an increasingly complex way and create a new context for managing organizational culture. In response to ongoing changes, enterprises are focused on building a flexible and inclusive culture that facilitates overcoming obstacles in a proactive way and use the opportunities offered by new technological breakthroughs [Bozkus, 2023].

This means that analyses of digital transformation processes of enterprises require considering the context of norms, assumptions and values that create the organizational culture of enterprises, as well as changes in human attitudes to professional success, innovation and technology, because shift in the perception of these concepts determine digital transformation processes.

The literature review allowed for the identification of a research gap, which should be reduced by answering the following research questions:

- RQ1: What norms, assumptions and values that create the corporate culture of the company support the processes of digital transformation of the organization?
- RQ2: What are the differences in the perception of human and technology and how are cultural codes related to ones attitude to professional success, innovation and technology changes that determine the digital transformation processes of an organization?
- RQ3: How does the model process of digital transformation of an organization and building a digital company culture work?

2. Materials and research methods

In order to achieve the purpose of the article and answer formulated research questions, the examination was conducted on the basis of two types of semiotic analyzes and case studies. Semiotic research falls into the stream of qualitative research, contributing to the development of knowledge by performing the function

of determining the meaning and sense of a phenomenon occurring in social space, as well as its description [Glinka, Czakon, 2021: 16]. The choice of the investigation approach was influenced by the fact that semiotic research is used to identify the levels of meaning of concepts, ways of categorizing products, as well as to recognize culturally determined attitudes and behaviors of market entities [Mazurek-Łopacińska, Sobocińska, 2014: 11–21].

Departing from declarative statements of respondents in favor of analyzing the elements of culture that shape human behavior is the essence of semiotic research. While presenting the conceptual framework and assumptions of the semiotic approach, it should be indicated that a person who plays many roles, including the role of an employee and a consumer, is part of culture and is not always fully aware of its impact, and culture determines the ways in which an individual functions in various areas of their activities. The applications of semiotics needs to be viewed through the prism of the development of research based on paradigms alternative to the positivist-functionalist-systemic model. Specifically, the interpretative-symbolic paradigm should be mentioned here, which is characterized by a departure from the cause-and-effect scheme of neo-positivism, and, in line with social constructivism, the assumption that people perceive reality through the prism of their culture and experiences. For this paradigm, the relationship between research and everyday life as well as the cognitive role of language in creating social reality become crucial [Sułkowski, 2012: 112–122, 181–187].

Semiotic research, perceiving culture as a sign-symbolic system, allows for understanding human opinions, attitudes and behaviors, the causes of which are not always known. The assumption that the decoding of messages by recipients is a culturally determined creative activity is the basis of semiotic analyzes. This means that the mental concept of a given object (e.g., what technology, innovation and professional success mean) is a dynamic concept and depends on the cultural experience of the recipient. In semiotic concepts a sign is of an arbitrary nature, and the meaning is regulated by convention [Fiske, 1999: 62; Serwański, 2021: 79].

Semiotic analysis include the study of cultural codes, as well as the investigation of binary oppositions and the semiotic square, which is its extension. The analysis of cultural codes emphasizes that culture can be described by internal relationships between residual values (formed in the past but still present in culture) and dominant values, i.e., the most popular in a given period, and emergent values, concerning new meanings and practices that announce the directions of cultural change. Codes are subject to changes, which are expressed in the fact that emergent codes become dominant and dominant codes become residual. Cultural codes that can be analyzed in order to determine their trajectory include visual codes, meaning codes that describe how ideas, phenomena and views develop, as well as codes regarding behavioral

patterns and customs related to various aspects of social life and interpersonal relationships [Polak, Żurawicka, 2024: 70–74].

On the other hand, the assumptions underlying the analysis of binary oppositions include:

- the cognitive process and assigning meanings to various concepts involve understanding what something is not,
- within various cultures and subcultures there are sets of opposing values that are of great importance in social processes [Polak, Żurawicka, 2015: 110–120].

However, the construction of semiotic square refers to the assumptions of structural linguistics and involves creating relationships based on referring to contradictions and opposites [Floch, 2001: 282–283].

Opposite expressions are one of the most important analyses used in semiotics. The conducted research considers the fact that binary oppositions contain two mutually exclusive concepts, the meanings of which depend on each other and together create a complete system [Polak, Żurawicka, 2024: 75].

The study conducted in accordance with the semiotic approach applied the analysis of cultural codes in the field of human attitudes to professional success, innovation and technology, as well as the analysis of binary oppositions, which was aimed at identifying the differences between what is human (related to organizational culture) and what is technological (related to digital transformation).

The case study analysis was another method used in the research process. Case study is one of the methods of interpretive research within the inductive approach. This method is used in management and quality sciences in justified situations, including [Yin, 2014], among others, searching for answers on how or why a given phenomenon occurs, there is relatively little knowledge about a given phenomenon, and when the available cognitive perspectives seem inappropriate due to insufficient empirical justification. Limited ability to control variables due to their location in the real context is another argument. In the light of the considerations presented in the theoretical part of this article, the choice of a case study is justified from the point of view of the nature of the studied issue and the purpose of the article.

The selection of case studies is based on substantive and pragmatic criteria [Czakoń, 2016: 189–210]. The criteria used in this regard include, among others, the criterion of data availability, the criterion of the clarity of the case, illustrating the examined regularities in an extreme way but allowing for unambiguous interpretation, as well as the criterion regarding the selection of a critical phenomenon, the criterion of uniqueness [Creswell, 2007: 15–68] and on the diversity, according to which cases showing the occurrence of various circumstances and situations related to the phenomenon are selected. Another criterion for selecting cases to study is based on the metaphor of the life cycle of the examined circumstances [Flyvbjerg, 2004: 420–434]. The need to identify and analyze the emergence, development, maturity

and disappearance of a given phenomenon is the premise for using such a criterion for selecting cases for study [Czakon, 2016: 189–210].

The selection of cases may be made in terms of the chosen theory or considering groups of cases which are specific, i.e., different from the mainstream [Silverman, 2009]. According to Yin [2014], a case study may be exploratory, descriptive or explanatory, and each of these types of cases may be single or multiple one. The uniqueness and data availability criteria were applied in the case study selection procedure. It was decided that the analysis would include two cases of companies from Denmark and Poland, operating in different industries, but with similar experiences in the field of digital transformation. Both selected cases, – despite large differences in the structure of the organization and areas of business activity, have been present on the market for many years, which is important from the authors' point of view. Both the LEGO company and the PKO BP Bank have been on the market for several dozen years and originally offered only traditional – analog – products and services. The case studies presented are descriptive in nature.

Among the most frequently used types of data sources for case study analysis Yin [2014] indicates documentation, archival materials, interviews, direct observations, participant observation and physical artifacts. In this article, the authors decided to use both existing documentation developed by the surveyed companies and market reports, as well as archival materials, relating primarily to examples of marketing communication conducted by the companies covered by the analysis, because, according to the results of the literature review, the customer-centric perspective is clearly present in the scientific discourse on digital transformation.

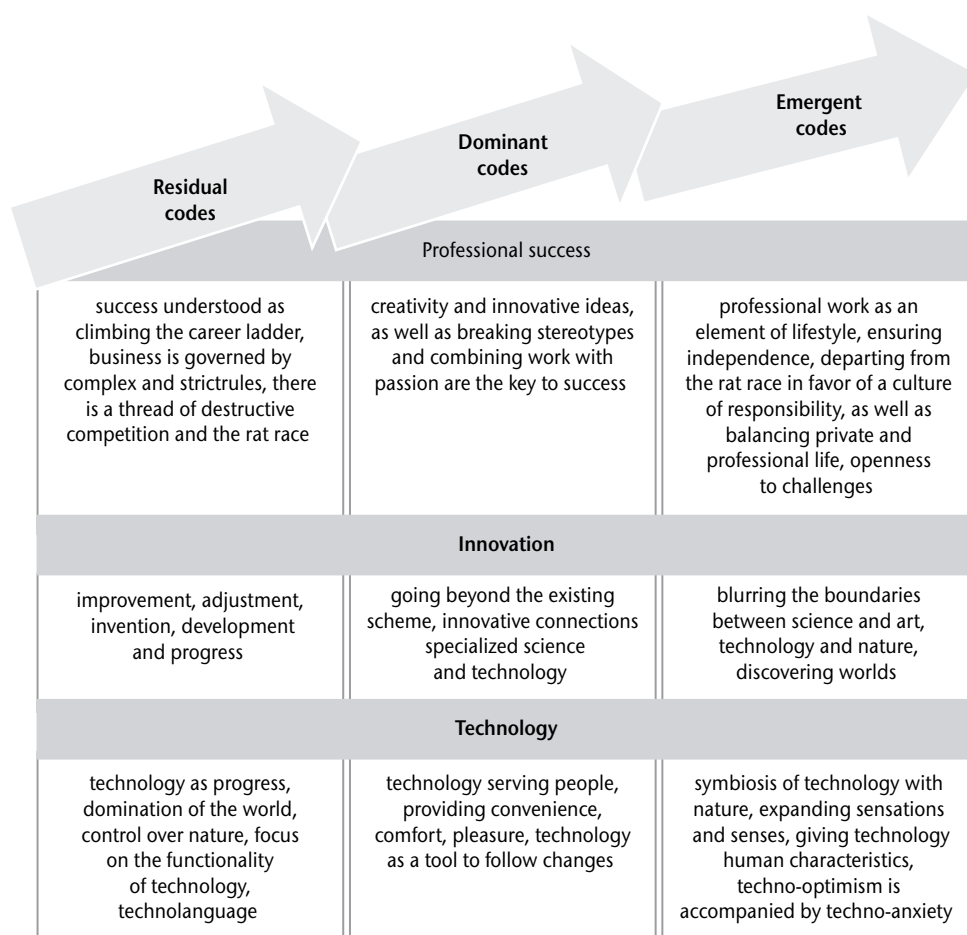
In accordance with the standards described in the literature, the conducted research procedure avoided a simple, context-absent summary of similarities and differences [Mills, Huberman, 2000: 213] in favor of an in-depth interpretation of the collected research material. This was due to the fact that the cases do not create fully comparable data sets.

3. Results

Organizational culture management related to the digital transformation process requires considering the changing motivations, attitudes, lifestyles, hierarchy of employee values and the ways they define professional success, innovation and technology. Referring to the semiotic analysis conducted in the field of cultural codes regarding professional success, it should be emphasized that success understood in the category of competitive struggle and climbing the career ladder has become a cultural residue, i.e., a residual code [Polak, Haber 2011: 25–27]. Currently, the dominant cultural codes are associated with success perceived in the context of such

values as creativity and innovation, as well as the pursuit of professional passions. The upcoming cultural codes that determine the directions of change are also very important. Emergent codes expressing a change in the perception of professional success associate this concept with such values as independence and skillful balancing of private and professional life, as well as openness to new challenges. In turn, emergent codes regarding innovation are determined by values such as blurring the boundaries between technology and nature, as well as science and art. The progressive symbiosis between nature and technology is accompanied by giving human characteristics to technology. The trajectory of cultural codes regarding categories related to organizational culture and technology is presented in Figure 1.

Figure 1. Changes in cultural codes regarding people's attitude to professional success, innovation and technology



Source: elaborated using Polak and Haber [2011], and Polak and Żurawicka-Koczan [2011].

Considering that each culture creates characteristic sets of oppositions, binary oppositions related to the human-technology relationship were identified in the research process. The division between what is human and what is technological as well as the identification of the differences associated with them, which are shown in Figure 2, clarify the tensions and concerns related to the development of technology. While applying the semiotic approach, including analysis based on pairs of binary oppositions, it should be noted that whilst a person can be identified with empathy or reflexivity, among others, technology may be associated with heartlessness and automatism. This indicates the reasons for barriers related to the implementation of new technologies into business and techno-anxiety limiting digital transformation.

Figure 2. Pairs of binary oppositions expressing the differences between humans and technology

Human		Technology
human being	←-----→	machine
emotionality	←-----→	rationality
empathy	←-----→	heartlessness
going beyond schemes	←-----→	using algorithms
reflexivity	←-----→	automatism
physicality	←-----→	virtuality

Source: own study.

This is also well illustrated by the example of artificial intelligence, which is a concept that includes attributes related to humans and technology, i.e., it breaks the oppositions created by culture. Therefore, in the light of the conducted semiotic analysis, it should be stated that fears towards artificial intelligence, on which digital transformation processes are often based, are culturally determined and result from the fact that people are often afraid of something that does not fit into a simple relationship of opposition, e.g., it is neither one nor the other.

After presenting the results of semiotic analyzes indicating culturally determined fears of new technologies, good practices and model solutions in the field of digital transformation of organizations should be presented in the form of case studies. In order to present a holistic approach of the examined problem, cases concerning the LEGO company and the PKO BP bank were analyzed considering the genesis of the entities, digital transformation in the area of product offer and communication, as well as organizational changes and company culture

The origins of the LEGO brand

The LEGO Group began its operations in 1932 as a manufacturer of wooden toys. The company was founded by Ole Kirk Christiansen, who in 1934 proposed the name “LEGO”, which is an abbreviation of the Danish phrase “leg godt” (play well). In the following years the company specialized in the production of plastic building blocks, interlocked using a system of studs and sockets that allow them to be connected to each other [The LEGO Group History – About Us – LEGO.Com, 2024]. The first type of blocks was produced in 1949, and over the following years the company gradually expanded its product range. The method of interlocking the blocks was patented on January 28, 1958. Since the 1960s, Lego sets have been enabling the construction of cities with models of houses and cars among others, also containing figurines of inhabitants. At the same time, LEGO was expanding its offer, also opening amusement parks in Denmark (1968), Great Britain (1996), the United States (1999) and Germany. Despite maintaining its leading position on the market of building blocks, in 2004 the LEGO Group faced the risk of bankruptcy. One of the reasons for that was the inability to meet changing consumer preferences – during this period the popularity of video games increased significantly. For example, in 2003, the global video game market was estimated at over USD 21 billion, and online games for personal computers generated revenue of USD 450 million. Moreover, its popularity was continuously growing – from 2000 to 2008 the gaming industry increased more than twice [von der Heiden et al., 2019]. From the perspective of young consumers the offered sets of blocks were not very innovative and non-interactive, and the company faced the need to introduce significant changes in almost all areas of its operations. As a result of the digital transformation, which is described in more detail later in this case study, LEGO managed to maintain its leading position on the toy market, significantly increasing sales and achieving high profits.

Digital transformation in the sphere of LEGO product range

A proper diagnosis of consumer needs was the starting point for LEGO’s digital transformation. The need to introduce interactivity in the offered sets of blocks was one of its most important conclusions. As a result of work in the R&D area, the following innovations were created:

- LEGO Mindstorms – a hardware and software platform for creating programmable robots based on LEGO bricks.
- LEGO TECHNICs sets controlled with the applications available for IOS and Android platforms.
- Hidden Side series using augmented reality: the application allows for “bringing the sets to life” by projecting animations on a phone or tablet screen.

- Super Mario series allowing for creation of analog worlds for Super Mario, as well as building a Nintendo console and a TV with the game.
- Lego Vidiyo which is a result of cooperation with Universal Music Group. Together with the app the minifigures allow users to create music videos and share them on social media.
- Creation of the Digital Designer platform for building brick designers.

It should also be added that since 2016 all instructions for assembling LEGO sets have been available in a virtual version on the brand's website. The company is gradually expanding its website, offering both a store and an attractive loyalty system (Insider), as well as a virtual "fun zone" offering Internet users access to games, applications, coloring books and educational programs [LEGO.Com for Kids, 2024].

LEGO has also decided to expand its audience by creating a series of bricks dedicated to adults. These include: LEGO Architecture, LEGO Ideas and Lego ICONS, offering collectible sets referring to pop culture (e.g., the TV series "Friends" or "The Office") as well as works of art (e.g., "The Big Wave" Hokusai or "Starry Night" by Vincent van Gogh).

The sustainable development strategy implemented by the company at the product level should also be mentioned. LEGO has introduced, among others, biodegradable packaging, replacing single-use plastic bags with paper bags. The cardboard from which the packaging is made is fully biodegradable [Sustainable Packaging – Sustainability – LEGO.Com, 2024]. However, the company revoked the announced withdrawal from the production of plastic bricks, estimated for 2030. The results of the conducted research indicated that sugar cane blocks (RPET), suggested as an alternative, actually had a much larger carbon footprint than traditional ones made of plastic [Rzeczpospolita, 2023].

Digital transformation in the sphere of communication

The launch of the LEGO Ideas crowdsourcing platform was one of the first innovations undertaken by the company. It acts as a new communication channel and allows for the identification of customer needs and their involvement in the process of creating new products by voting on the introduction of new products to the market. As a result, the business has created a global network of customer interactions with the company and with each other, and has also increased the number of regular buyers who are open to new products [LEGO IDEAS, 2024]. Currently, the website allows for adding your own original projects and participating in construction challenges, as well as it provides the opportunity to share your own ideas for sets of blocks. LEGO Minecraft is an example of a crowdsourcing product that received 10,000 votes within 2 days, and its successful sale was followed by further development of thematic sets.

To increase interactions with customers, the LEGO Group has also created social media platforms. My LEGO Network, a special website for children and LEGO fans is one of them. It combines a social network with games in which players can complete levels and exchange virtual rewards. Moreover, LEGO decided to enter the gaming industry, but not to replace its main product – LEGO bricks, but to complement it. Thus, a multiplayer online game and online platform, LEGO Universe, has been created and distributed by Warner Bros. In addition, together with Sony Corporation, LEGO creates games for the PlayStation platform [Andersen, Ross, 2016].

Entering the film industry can also be perceived as part of the digital business model transformation process. In 2011, the LEGO Group became a partner of Warner Bros and developed the collections “The Lone Ranger”, “The Hobbit”, etc. LEGO has also decided to produce its own films. The Lego Movie was a success with a budget of USD 60 million and a worldwide gross of USD 468 million [Lego Posts Nearly 25% Spike in Profits on The Hobbit Success – Masslive.Com, 2013].

Digital transformation in the sphere of organizational changes and company culture

Together with the changes in the product offer and communication strategy, the company also digitally transformed its management system by introducing LEGO Digital Enterprise, which created new opportunities to rationalize the decision-making process, focus on IT development and create a global social culture. As a result, “Process Expert Network (PEN)”, a network of process experts whose goal was to create global end-to-end processes, was created. PEN managed overall process optimization through formal audits and reviews, approval of technology documentation and entry of data into business cases. At the same time, PEN also ensured knowledge exchange within the organization to achieve mutual understanding and consistency in all areas of activity [Andersen, Ross, 2016]. The LEGO Group has 3 main areas of activity, including:

- operations: provision, planning, production, distribution and operational activities throughout the LEGO Group;
- marketing: all commercial functions such as product development, innovation, marketing and sales;
- business support: support for the overall activity of the LEGO Group, including corporate finance and corporate center functions.

It should be emphasized that the LEGO management staff showed due diligence in the process of implementing technological changes in the management process, considering the organizational culture and attachment to traditions. The rules applicable during the implementation of the Polaris project (as part of the standardization and automation of electronic document circulation procedures) are set as an example.

The authors of the case study [Leading Practice, 2023] indicated that in the LEGO organizational culture, the employees, focused on creativity and oriented towards new challenges, had some difficulty in adapting to new documentation rules and following rigid rules of conduct. Therefore, raising awareness of why the procedures being introduced are important and necessary was a challenge. At the same time, the following was assured:

- continuous support from top management,
- consultations with process experts and process designers who introduced changes suggested by employees on an ongoing basis,
- communication aimed at emphasizing the value of automation and standardization of the document circulation process from a business point of view,
- creating user-friendly IT tools to support employees in the process of implementation of new procedures, and a team of experts offering support.

LEGO has also introduced an innovative management model based on continuous improvement (LEGO Continuous Improvement function). The creation of a culture based on sustained enhancement and the search for better and better solutions is the result of its use.

The origins of the PKO BP Bank

The history of PKO BP Bank dates back to 1919, when Pocztaowa Kasa Oszczędności [*Postal Savings Bank*] was established by the decree signed on February 7, 1919, by the Chief of State Józef Piłsudski, Prime Minister Ignacy Paderewski and the founder and first president of Pocztaowa Kasa Oszczędności, Hubert Linde [Rys historical, 2020]. After World War II, in the years of 1975–1987 Powszechna Kasa Oszczędności was incorporated into the structures of the National Bank of Poland (NBP) while maintaining the bank's identity. In the 1990s, with the change of political system, the bank was intensively restructured and debuted on the Stock Exchange in 2004. The changes observed in the organizational structure of the Bank coincided with major changes occurring both in the area of information and communication technologies, as well as in the expectations of individual and corporate consumers towards banking services. Digitization has radically changed consumers' expectations towards banking services, causing modifications in the needs, preferences and ways of using these institutions. Research results published by KPMG in 2019 showed that 94% of Poles quickly got used to using online banking [KPMG, 2019]. In the same year, PKO BP Bank was awarded in “the most inspiring digital transformation” category of the UPC Think Big: Grow Smarter competition. The jury appreciated the pace of changes taking place in the bank, the impact of transformation process on changing its business models, development of the offer, product availability and increase in customer satisfaction [The most inspiring transformation – PKO Bank Polski,

2019]. It can therefore be assumed that despite the dynamic changes observed in the banking sector, the studied bank was successful in the area of digital transformation, thus adapting to its stakeholders' expectations.

Digital transformation in the sphere of product offer of PKO BP

PKO BP Bank has undergone significant digital transformation over the last 10 years, changing and adapting its offer to consumer expectations. The key areas include:

1) online banking:

- new, more intuitive and responsive iPKO web service was introduced.
- a number of new online functions was made available, including the ability to apply for loans and banking products online, access to accounts and debit/credit cards, online payments and transfers, and online investing.

2) mobile banking:

- iPKO mobile application for smartphones and tablets was launched.
- wide range of functions available on the website was introduced, as well as additional facilities, such as the possibility of mobile transaction authorization, facial recognition, quick BLIK transfers to a phone number, contactless mobile payments and the location of ATMs and branches.
- purchase of transport tickets, insurance marketplace (communication and travel) and e-currency exchange office were enabled.

3) other digital solutions:

- chatbots and virtual assistants for customer service were introduced.
- tools for managing personal finances were made available.
- banking services were integrated with digital platforms and social media.
- the banking offer was personalized through adapting it to the needs of both individual and corporate customers.
- the customer service process, including digital onboarding – the ability to open a personal account without the need to visit a branch, was automated.
- access to the e-office was created and the possibility of using services offered by state institutions was enabled [Marciniak, 2019].

Digital transformation of PKO BP has brought a number of benefits for the bank and its customers. The bank gained greater efficiency and competitiveness, and customers obtained access to convenient and modern financial management tools. Together with change in the product offer and provided services the bank also transformed technological platforms. The starting point was the Inteligo platform developed in 2004–2008. In the next period, from 2008 to 2012, a central business process management (BPM) platform was developed and improved in accordance with the adopted service-oriented architecture. In the years 2012–2016, PKO BP

intensively invested in the development of omni-channel, when launching the previously mentioned IKO mobile application and BLIK payments. Since 2016, new technologies have been dynamically developed in processing large amounts of data and increasing operational security. These include Open API, microservices, cloud computing and RPA.

Digital transformation in the sphere of communication

According to the information provided by PKO BP, a change in the marketing communication strategy was also one of the elements of the digital transformation [Marciniak, 2019]. The bank uses advanced data processing technologies (big data) enabling hyper personalization of marketing messages and the offer of banking services. Moreover, the customer service process has been largely automated and based on solutions offered by artificial intelligence. It should be emphasized that the bank also focuses on improving the quality of virtual customer experience (user experience) by extensively applying A/B tests and UX research. As part of the implementation of the analytical goals of the transformation, customer data from numerous sources, such as geolocation, images, voice, clickstream and video are processed. Thanks to the use of cloud computing, analysis processes are fully automated.

The bank included modern channels such as social media in its marketing communication strategy, conducting communication dedicated to Internet users. In its published content, the bank intensively emphasizes its digital maturity, while using the phrase “bank of the future”.

Digital transformation in the sphere of organizational changes and organizational culture

PKO BP Bank is now largely a technology company operating as an internal start-up. Technological enhancements were accompanied by changes in the way of thinking that shows organizational culture of the bank. In the process of conducting a series of trainings and implementing organizational adjustments, special emphasis was placed on the speed of response to the changing environment and customer preferences. As a result, resistance to change and innovation decreased, and the new work system brought greater job satisfaction [Marciniak, 2019]. The PKO BP startup accelerator has been operating since 2018 and the bank also invests in Fintech and effectively uses crowdsourcing. In 2019, 500 internal employees participated in the crowdsourcing program, generating ideas for new implementations. 1,500 external IT specialists were also invited to participate in the program (as part of the organized hackathons). The work AI platform implemented by PKO BP in 2021 should also be mentioned [PKO Service, 2021]. The new platform has facilitated

internal communication, allowing for strengthening the involvement of almost 22,000 employees. Its main goal is to ensure the effective flow of information within the organization, as well as to facilitate access to information (also in the mobile version). The tool personalizes available content, ensures user experience and is closely synchronized with SAP SuccessFactors, a system supporting the employee life cycle. In the interview for the ITWIZ portal Artur Kurcweil, the vice-president of PKO BP Bank responsible for technology, emphasizes that in the coming years the bank will focus on increasing digital maturity and building a digital organizational culture [Kurcweil, 2024]. It is important that one of the ways to achieve this goal is to democratize access to advanced solutions in the field of automation, robotization and AI by offering low-code or no-code solutions. This declaration can be perceived as an expression of the desire to continue the strategy of readiness for rapid changes and adaptation to customer needs.

The case studies presented in this article illustrate the significance of organizational culture in the digital transformation process.

- **LEGO:** a company with a long history in traditional toy manufacturing, faced the risk of bankruptcy due to its inability to adapt to the digital age. By recognizing the need for change and embracing a customer-centric approach, LEGO successfully transformed its product offerings, communication strategies, and organizational culture. The company introduced interactive digital elements to its products, engaged customers through crowdsourcing platforms and social media, and fostered a culture of continuous improvement and innovation. This holistic approach allowed LEGO to not only survive but thrive in the digital age.
- **PKO BP Bank:** a traditional banking institution, also underwent a significant digital transformation. The bank adapted its services to meet the evolving needs of digital customers by introducing online and mobile banking, automating customer service processes, and personalizing its offer. The bank also embraced a digital-first mindset in its marketing communication, utilizing big data and AI to enhance customer experience. This transformation led to increased efficiency, competitiveness, and customer satisfaction.

Both case studies highlight the importance of aligning organizational culture with the goals of digital transformation. LEGO fostered a culture of creativity, innovation, and customer-centricity, while PKO BP Bank emphasized agility, adaptability, and a digital-first mindset. These cultural shifts were crucial in enabling both companies to successfully navigate the complexities of digital transformation and emerge as leaders in their respective industries.

4. Discussion

The conclusions resulting from the conducted research indicate the great importance of organizational culture in the process of digital transformation, which is specifically revealed in the context of the fact that people who feel different fears of changes and accept technological progress at different paces, are one of the most important challenges related to this transformation. The adoption gap, which indicates that technology is changing faster than people can adopt it, completes this picture. The role of organizational culture in digital transformation is also revealed through the concept of digital maturity, which is perceived as the coordination of people, organizational culture and structure, as well as the strategy and tasks of the organization, so as to compete effectively by using the opportunities offered by the technological infrastructure, both within and outside the company. In the answer to the first research question (RQ1), it should be emphasized that the concept of digital maturity and digital transformation is inherently related to digital culture, which is based on values and assumptions related to agility in action, a tendency to explore and a relatively high tolerance for risk, constant experimentation, learning, improving, making decisions based on data, as well as basing human relationships on cooperation and going beyond the schemes. Creating such a culture involves forming more dispersed and less hierarchical structures in the organization [Kane, Nguyen Phillips, Copulsky, Andrus, 2022: 26, 32, 163].

Understanding the complex relationships between change in company culture and technology implementation as well as digital transformation of the organization requires a comprehensive and proactive approach to change management. By shaping a culture based on adaptability, curiosity and development, enterprises can take advantage of development opportunities arising from ongoing technological progress [Bozkus, 2023].

When answering the second research question (RQ2) and considering the existence of a gap in the adoption of new technologies, it should be emphasized that the change in cultural codes regarding innovation and technology is expressed in the progressing symbiosis of technology and nature, as well as the blurring of the boundaries between what is human and what is technological. This is accompanied by both techno-optimistic attitudes and those resulting from fears and anxieties related to the negative consequences of the development of new technologies. Identifying these barriers is especially important from the point of view of successful implementation of the digital transformation process. This is well illustrated by the example of artificial intelligence. Using the category of anthropomorphization, we can point to four models of artificial intelligence applications in various areas of business management. Artificial intelligence can play the role of an autonomous strategic advisor, an independent outsourcer, an

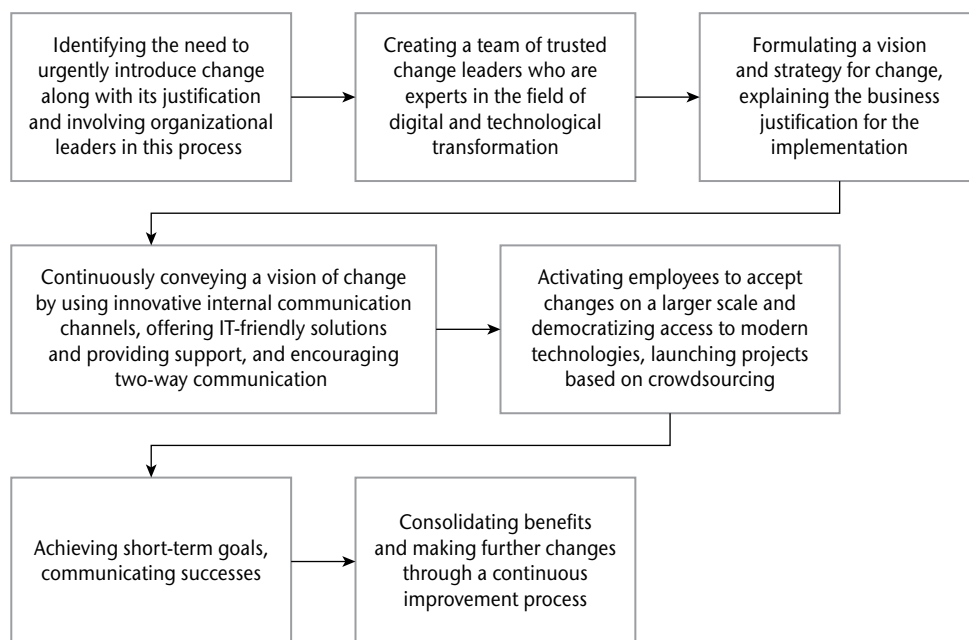
autonomous employee, or a decision-making boss. The role of a sovereign strategic advisor is expressed in the fact that autonomous algorithms are used for data-based assessment and making recommendations, but deciding what should be autonomous and how to implement these decisions depends on the employees who supervise the algorithms. In this model, data analysts act as an intermediary between senior management controlling autonomous software and those areas of the company where the algorithms have been implemented. The independent outsourcer model consists in the fact that algorithmization takes the form of business process outsourcing, and data analysts are project managers. In the case of autonomous employee model, artificial intelligence is perceived as “a colleague from work”, providing appropriate solutions thanks to the use of machine learning. In this case, the role of data analysts is to eliminate tensions arising at the interface between human and machine. In turn, the decision-making boss model assumes that human competences are giving way to the power of algorithms in some areas of organizational management, and the role of employees is to expand the limits of the effective autonomy of algorithms. In enterprises implementing this model of AI, machines perform processes and produce justifications and narratives explaining decisions made to people [Schrage, 2017: 100–105].

At the same time, it should be noted that although the impact of artificial intelligence on which digital transformation processes are based on is extensive, the more unique competences a given employee has and the less routine their work involves, the less they are exposed to being replaced by artificial intelligence. Therefore, the human factor and organizational culture cannot be neglected in digital transformation processes and in building a digital organizational culture, whose model implementation process is presented in Figure 3.

Deepening the answer to the third research question (RQ3) and referring to the examples presented in the article, it should be emphasized that the process of digital transformation, including changes in the company offer and its communication with the market, also requires adjustments in the organizational culture. This is confirmed by the examples of companies presented in the article, which, although significantly different in terms of the profile and type of business and organizational structure, have successfully undergone the digital transformation process and are building digital maturity, considering changes in organizational culture. The surveyed companies – present on the market for almost 100 years – offered traditional products before the digital revolution, maintaining their positions as leaders in their industries. With the changing needs of customers and ongoing digitalization, despite natural barriers resulting from resistance to change and attachment to tradition, both LEGO and PKO BP conducted the transformation process, engaging and gaining full acceptance of employees. Identifying the problem and the need to introduce urgent changes was the starting point in both cases. The need to introduce them and indicate the business

justification for the proposed transformation seems to be a key stage in accelerating changes observed in the organizational culture. It is also important that the significance of transformation is emphasized by all levels of management. In further stages, both LEGO and BANK PKO BP made synchronous innovations in the scope of products and offers as well as in the area of management. It can be concluded that – through the use of the above-mentioned tools, such as crowdsourcing platforms, but also modern internal communication systems, training and democratization of access to advanced technologies by providing low code (or AI friendly) tools – the changes became more understandable and easier to accept. It is also extremely important to provide employees with technological support and communicate successes, including those related to short-term goals. Examples of such messages include the phrases “bank of the future” used by PKO or the slogans “Only the best is good enough” [LEGO].

Figure 3. Model process of implementation of digital organizational culture



Source: own case study based on J.P. Kotter [2007].

Conclusion

Considering that the development of technology is permanent, the implementation of new technological solutions into business models takes an ongoing form. This means that the process of digital transformation and building digital maturity is continuous.

In this context, the considerations conducted in the article allow for the conclusion that continuous digital transformation requires integration with organizational culture, as well as responsible leadership strengthening these processes [Bhattacharya, Lang, Hemerling, 2020: 244]. This is especially important in the context of the semiotic barriers to digital transformation identified in research, which concern the human factor and anxiety related to this process. The awareness of these barriers allows for taking action to overcome them and achieve the goal of technology management to create a value spiral in which what is possible in the sphere of technology will be an inspiration for what is advisable in the sphere of management, including creating the offer and communication processes, and vice versa.

The article explores the crucial role of organizational culture in the digital transformation of businesses. It emphasizes that business culture, encompassing the shared values, norms, and assumptions within a company, can either facilitate or hinder the successful integration of digital technologies. The research, based on semiotic analysis and case studies, reveals that a culture that embraces agility, risk tolerance, experimentation, and data-driven decision-making is essential for thriving in the digital age.

The study delves into the evolving perceptions of professional success, innovation, and technology, highlighting a shift towards values such as creativity, passion, work-life balance, and the integration of technology with nature. These changing cultural codes have significant implications for digital transformation initiatives.

The research also identifies potential barriers to digital transformation, particularly the cultural anxieties and fears associated with new technologies. By understanding these barriers, organizations can proactively address them and create culture that embraces technological advancements. It is also important for managers to recognize the current cultural values in their enterprise and determine whether these values are consistent with the requirements concerning digital transformation and its success [Ghafoori et al., 2024].

The case studies of LEGO and PKO BP Bank provide concrete examples of how companies can successfully navigate digital transformation by aligning their organizational culture with the goals of the change. LEGO's emphasis on creativity, innovation, and customer-centricity, along with PKO BP Bank's focus on agility, adaptability, and a digital-first mindset, enabled both companies to overcome challenges and achieve digital maturity.

Considering that each research procedure has its limitations, it is necessary to indicate the need to continue research in the field of the discussed issue. Despite using triangulation of qualitative methods, the limitations of the conducted research procedure result primarily from the exploratory nature of the research and the inability to generalize the results of semiotic analyses and case studies. The findings contained in the article and resulting from the research conducted based on qualitative methods

may constitute a good starting point for performance of quantitative research, the results of which could be generalized and would help to present the analyzed problems in a quantitative way. Quantitative research conducted among decision-makers in various types of enterprises responsible for digital transformation processes would be an important research direction. It would enable the identification of statistical relationships between the norms, assumptions and values that create organizational culture and the company's digital transformation process. It would also be reasonable to conduct a quantitative survey among employees of various enterprises regarding the values they share and their perception of new technologies and their attitude to the digital transformation of the organization.

References

- [1] Andersen P.B., Ross J.W. [2016], *Transforming the LEGO Group for the Digital Economy*, International Conference on Interaction Sciences.
- [2] Bhattacharya A., Lang N., Hemerling J. [2020], *Beyond great: Nine strategies for thriving in an era of social tension, economic nationalism, and technological revolution*, Public Affairs, New York.
- [3] Bjerke B. [2004], *Kultura a style przywództwa. Zarządzanie w warunkach globalizacji*, Oficyna Ekonomiczna, Cracow.
- [4] Bozkus K. [2023], Organizational culture change and technology: Navigating the digital transformation, in: Sarfraz M., Shah W.U.H. (eds.), *Organizational culture – cultural change and technology*, IntechOpen, <https://doi.org/10.5772/intechopen.112903>.
- [5] Creswell J.W. [2007], *Qualitative inquiry and research design. Choosing among five approaches*, Sage Publications, Thousand Oaks.
- [6] Czakon W. [2016], Zastosowanie studiów przypadków w badaniach nauk o zarządzaniu, in: Czakon W. (ed.), *Podstawy metodologii badań w naukach o zarządzaniu*, Wydawnictwo Nieoczywiste, Warsaw.
- [7] Dessler G., Turner A. [1992], *Human resource management in Canada*, Prentice-Hall Canada Inc., Scarborough.
- [8] Fiske J. [1999], *Wprowadzenie do badań nad komunikowaniem*, Wydawnictwo Astrum, Wrocław.
- [9] Flamholtz E.G., Randle Y. [2018], *Kultura firmy. Nowy kluczowy zasób strategiczny, którym jak najszybciej musisz zacząć zarządzać*, ICAN Instytut, Warsaw.
- [10] Floch J.M. [2001], Rola semiotyki strukturalnej w projektowaniu hipermarketu, in: Lambkin M., Foxall G., van Raaij F., Heilbrun B. (eds.), *Zachowanie konsumenta. Koncepcje i badania europejskie*, Wydawnictwo Naukowe PWN, Warsaw.

- [11] Flyvbjerg B. [2004], Five misunderstandings about case-study research, in: Seale C., Gobo G., Gubrium J.F., Silverman D. (eds.), *Qualitative research practice*, Sage, London-Thousand Oaks.
- [12] Ghafoori A., Gupta M., Merhi M.I., Gupta S., Shore A. [2024], Toward the role of organizational culture in data-driven digital transformation, *International Journal of Production Economics* 271.
- [13] Glinka B., Czakon W. [2021], *Podstawy badań jakościowych*, PWE, Warsaw.
- [14] Kane G.C., Nguyen Phillips A., Copulsky JR., Andrus G.R. [2022], *The Technology fallacy. How people are the real key to digital transformation*, The MIT Press, Cambridge.
- [15] Kilmann R.H., Saxton M.J., Serpa R. [1985], *Gaining control of the corporate culture*, Jossey-Bass, Hoboken.
- [16] Kotter J.P. [2007], *Jak przeprowadzić transformację firmy*, Helios, Gliwice.
- [17] Kotter J.P., Heskett J.L. [1992], *Corporate culture and performance*, Free Press, New York.
- [18] KPMG [2019], *Raport KPMG w Polsce pt. „Czy klient jest najważniejszy? Na bank!”*, <https://assets.kpmg.com/content/dam/kpmg/pl/pdf/2019/10/pl-raport-kpmg-pt-czy-klient-jest-najwazniejszy-na-bank.pdf> (accessed: 10.02.2024).
- [19] Kurcweil A. [2024], *PKO Bank Polski: W 2024 roku znacząco zwiększymy naszą cyfrową dojrzałość*, iTWIZ, <https://itwiz.pl/pko-bank-polski-w-2024-roku-znaczaco-zwiekszymy-nasza-cyfrowa-dojrzalosc/> (accessed: 10.02.2024).
- [20] Leading Practice [2023], *LEGO: LEADing Practice Case Story*, <https://www.leadingpractice.com/publications/lego-leading-bpm-practice-case-story/#> (accessed: 10.02.2024).
- [21] LEGO [2024], *LEGO for KIDS*, <https://kids.lego.com/en-us/play> (accessed: 10.02.2024).
- [22] LEGO GROUP [2024], <https://www.lego.com/en-us/aboutus> (accessed: 10.02.2024).
- [23] LEGO Ideas [2024], <https://ideas.lego.com/> (accessed: 10.02.2024).
- [24] Marciniak A. [2019], *PKO Bank Przyszłości. Droga transformacji cyfrowej PKO Banku Polskiego*, https://www.pkobp.pl/media_files/24e306b2-6078-4537-9ab4-989293452adb.pdf (accessed: 10.02.2024).
- [25] Masslive [2013], *Lego posts nearly 25% spike in profits on “The Hobbit” success*, https://www.masslive.com/business-news/2013/02/lego_posts_nearly_25_spike_in_profits_on.html (accessed: 10.02.2024).
- [26] Mazurek G. [2019], *Transformacja cyfrowa. Perspektywa marketingu*, Wydawnictwo Naukowe PWN, Warsaw.
- [27] Mazurek-Łopacińska K., Sobocińska M. [2014], Badania kodów kulturowych w tworzeniu marketingowych modeli biznesu, *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu, Badania marketingowe – nowe podejścia oraz metody na współczesnym rynku* 336: 11–21.

- [28] Mazzone D.M. [2014], Digital or death: Digital transformation: The only choice for business to survive smash and conquer, Smashbox Consulting Inc.
- [29] Mills M.B., Huberman A.M. [2000], *Analiza danych jakościowych*, Trans Humana, Białystok.
- [30] Oreg S, Vakola M, Armenakis A. [2011], Change recipients' reactions to organizational change: A 60-year review of quantitative studies, *The Journal of Applied Behavioral Science* 47(4): 461–524.
- [31] Ostrowska I. [2022], Cyfrowe strategie. Czy firmy i działy HR są na nie gotowe w 2022 roku?, *HR Personel & Zarządzanie* 1: 20–24.
- [32] Pedersen C.L. [2022], Cracking the culture code for successful digital transformation, *MIT Sloan Management Review*, April.
- [33] PKO BP [2021], *PKO Bank Polski wdraża workai – innowacyjną platformę komunikacji wewnętrznej*, <https://media.pkobp.pl/139762-pko-bank-polski-wdraza-workai-innowacyjna-platforme-komunikacji-wewnetrznej> (accessed: 10.02.2024).
- [34] Polak K., Haber A. [2011], Polskie spojrzenie na przedsiębiorczość, *Harvard Business Review Polska* 11: 25–29.
- [35] Polak K., Żurawicka M. [2015], Badania semiotyczne i ich praktyczne wykorzystanie, in: Dąbrowska A., Wódkowski A. (eds.), *Badania marketingowe. Praktyka nauczania – Nauka praktyce*, Instytut Badań Rynku, Konsumpcji i Koniunktury, Warsaw.
- [36] Polak K., Żurawicka M. [2024], *Semiotyka w marketingu. Jak badać znaki, symbole i kody rynku*, Wydawnictwo Naukowe PWN, Warsaw.
- [37] Polak K., Żurawicka-Koczan M. [2011], *Audyt semiotyczny innowacyjności*, Semiotic Solutions, Warsaw, <http://www.parp.gov.pl/files/74/75/77/11715.pdf>.
- [38] Ross J.W., Beath C.M., Quaadgras A. [2016], You may not need big data after all, *Harvard Business Review* 92(12): 90–98.
- [39] Rys historyczny PKO BP, <https://raportroczny2020.pkobp.pl/o-nas/rys-historyczny/> (accessed: 10.02.2024).
- [40] Rzeczpospolita [2023], *Lego nie przejdzie na ekologiczny plastik, wcale nie jest taki eko*, <http://tinyurl.com/4ftujkd> (accessed: 10.02.2024).
- [41] Serwański T. [2021], *Marketing kulturowy. Społeczno-kulturowe aspekty komunikacji marek w Polsce*, PWE, Warsaw.
- [42] Schrage M. [2017], Wykorzystaj algorytmy do podejmowania decyzji, *Harvard Business Review Polska* 6: 100–105.
- [43] Silverman D. [2010], *Doing qualitative research*, SAGE, Newcastle.
- [44] Sułkowski Ł. [2012], *Epistemologia i metodologia zarządzania*, PWE, Warsaw.
- [45] von der Heiden J.M., Braun B., Müller K.W., Egloff B. [2019], The association between video gaming and psychological functioning, *Frontiers in Psychology* 10: 1–11, <https://doi.org/10.3389/fpsyg.2019.01731>.

- [46] Wziątek-Staśko A., Krawczyk-Antoniuk O. [2023], Cyfryzacja jako game changer w procesie zarządzania nowoczesną kulturą organizacyjną, *Prace Naukowe Uniwersytetu Ekonomicznego we Wrocławiu* 67(5): 258–269.
- [47] Yin, R. [2014], *Case study research: Design and methods* (5th ed.), Sage Publications, Inc. Thousand Oaks.

THE ROLE OF ORGANIZATIONAL CULTURE OF ENTERPRISES IN THE PROCESS OF THE COMPANY DIGITAL TRANSFORMATION IN THE LIGHT OF THE RESULTS OF SEMIOTIC ANALYSIS AND CASE STUDIES

Abstract

The analysis of publications on digital transformation processes in enterprises indicates that this process cannot be implemented in isolation from the organizational culture of the enterprise. Depending on the assumptions and values that constitute organizational culture, it can be a factor both stimulating and limiting the digital transformation of an enterprise. The purpose of the article is to show the role of organizational culture in the process of digital transformation of an organization. The research procedure was based on the triangulation of qualitative research methods. Apart from literature studies, it included semiotic analyzes and case study analysis. The main contribution is to present model solutions and good practices in the field of digital transformation of enterprises, as well as identify pairs of binary oppositions expressing the differences between humans and technology, i.e., resources enabling the digital transformation of enterprises. Identification of these categories indicates the causes of barriers related to the implementation of new technologies into business and techno-fears limiting digital transformation.

KEYWORDS: DIGITAL TRANSFORMATION, ORGANIZATIONAL CULTURE, CULTURAL CONTINUITY, CULTURAL TRANSFORMATION, DIGITAL CULTURE

JEL CLASSIFICATION CODES: M15, O3

ROLA KULTURY ORGANIZACYJNEJ PRZEDSIĘBIORSTWA W PROCESIE TRANSFORMACJI CYFROWEJ ORGANIZACJI W ŚWIETLE WYNIKÓW ANALIZY SEMIOTYCZNEJ I STUDIÓW PRZYPADKÓW

Streszczenie

Analiza publikacji z zakresu procesów transformacji cyfrowej w przedsiębiorstwie wskazuje, że proces ten nie może być realizowany w oderwaniu od kultury organizacyjnej przedsiębiorstwa. W zależności od założeń i wartości tworzących kulturę organizacyjną może być ona zarówno czynnikiem stymulującym, jak i ograniczającym transformację cyfrową przedsiębiorstwa. Celem artykułu jest ukazanie roli kultury organizacyjnej w procesie transformacji cyfrowej organizacji. Postępowanie badawcze zostało oparte na triangulacji metod badań jakościowych. Obejmowało ono oprócz studiów literaturowych analizy semiotyczne oraz analizę studiów przypadków. Głównym wkładem jest ukazanie modelowych rozwiązań i dobrych praktyk w zakresie transformacji cyfrowej przedsiębiorstw, a także zidentyfikowanie par opozycji binarnych wyrażających różnice między człowiekiem a technologią, czyli zasobami umożliwiającymi transformację cyfrową przedsiębiorstwa. Identyfikacja tych kategorii wskazuje na przyczyny barier związanych z implementacją nowych technologii do biznesu i technolóków ograniczających transformację cyfrową.

SŁOWA KLUCZOWE: TRANSFORMACJA CYFROWA, KULTURA ORGANIZACYJNA, CIĄGŁOŚĆ KULTUROWA, PRZEMIANA KULTUROWA, KULTURA CYFROWA

KODY KLASYFIKACJI JEL: M15, O3