



RESEARCH ARTICLE

Mechanisms of Digital Transformation for Managerial Innovation: A PRISMA-Based Review

^{1*}Gopala B, ²Dr. Satyendra Pratap Singh

^{1*}Research Scholar, Alliance School of Business, Alliance University, Bangalore. gopalgopi765@gmail.com

²Professor, Alliance School of Business, Alliance University, Bangalore. Satyendras.14@gmail.com

ABSTRACT

Digital transformation is increasingly redefining the managerial practices, organizational coordination, and results of innovation in diverse industries. Empirical studies have created connections between digital capabilities, organisational agility, performance measures, and the creation of new business models, but the current literature is scattered and mostly descriptive. This current research paper is a systemic review of recent literature that aims at questioning the processes by which digital transformation enables managerial innovation. The review uses a PRISMA-conformable screening protocol to summarize the results of 25 peer-reviewed articles. The analysis presents three most common ways in which digital transformation is connected to the results of innovation: (1) digital capability building, (2) managerial process redesign, and (3) business-model innovation. The comparative analysis reveals that small and medium enterprises focus on ability building, industrial firms are oriented on strategic performance, and organisations of the public sector dedicate their efforts to the system of governance and role redesigning. The article reflects gaps in research in relation to intersecting research sectors, integration of theory, and causal explanation. It hypothesizes a conceptual framework that locates the digital capabilities onto managerial and innovation outcomes through mediating mechanisms and contextual moderators. These observations are the refinement of a research agenda based on multilevel processes, longitudinal studies, and sector-specific patterns of digital transformation.

Keywords: *Digital transformation, Managerial innovation, Business model innovation, Organizational agility, Innovation performance*

INTRODUCTION

Digital transformation has been recognized as a strategy focus in growing importance by both private companies and state organizations. Empirical findings show that digital capabilities are promoting new forms of managerial coordination, talent development, and new outputs. To be more exact, research confirms that digital transformation increases the innovation level of small and medium-sized enterprises expanding the access to digital talent and transforming human resource operations [1]. Similar impacts have been reported in industrial settings, but overemphasis on the commercial functions by the managerial staff can create the problem of capability imbalances and reduce the innovation yield [2]. Formative reviews highlight the continuously increasing scope of studies concerning the topic of digital transformation in the field of business and management, and strategic orientation, process design, performance metrics are more in the foreground [3], [4]. Researchers argue that digital transformation has an impact on organization structure and labour relations. Empirical research carried out during the COVID-19 pandemic proves that digital integration has transformed the engagement in the labor market, as well as the work arrangements [5].

^{1*}Research Scholar, Alliance School of Business, Alliance University, Bangalore

Email-id: gopalgopi765@gmail.com

Corresponding Author: Gopala B
Research Scholar, Alliance School of Business, Alliance University, Bangalore

DOI: <https://doi.org/10.63856/ijis/v2i8/05>

How to cite this article: Gopala B., (2026). Mechanisms of Digital Transformation for Managerial Innovation: A PRISMA-Based Review. *International Journal of Integrative Studies*, 2(8), 37-46.

Source of support: Nil

Conflict of interest: None.

Received: 05/08/2026 **Revised:** 05/08/2026 **Accepted:** 20/08/2026

Published: 30/08/2026

Meta- analyses effect such findings into the unity of the findings and advance conceptual frameworks of inquiry in the future cutting across various levels of management [6]. Business process management perspectives put emphasis on alignment, orchestration, and role clarity as the keys to effective digital transformation [7]. Other streams of research in the field of innovation management offer evidence on the fact that transformation is a driver of product, process, and business model innovation [9]. Investigations that focus on SMEs emphasize the presence of constraints in terms of capabilities and identify areas of focus in knowledge management, digital skills, and sustainability as new priorities [12], [13]. Research in the public sector examines leadership position and the potential importance of middle managers in the process of the digital transition [14]. The article strands research the way digital technologies can reorganize their business models [15] and create performance benefits through their increased agility and data ability [25]. In the modern reviews, these strands are intertwined, and the multilevel and interdisciplinary approaches are encouraged to clarify how digital transformation is a driver of managerial innovation, presence in ecosystems, and success of the firm [16]-[24]. The current review summarizes the works of these scholars to identify prevailing themes, gaps in the literature, and future research opportunities at the crossroads of digital change and management innovation. Digital transformation influences firm innovation, decision making process and organization of work. Whereas the research in this field is growing, the empirical results are disjointed. Technological inquiries focus on equipment, platforms, and information capabilities whereas managerial inquiries focus on strategy, performance and change in organisations. The lack of integration among these streams negatively affects the ability to explain the mechanisms by which the digital transformation triggers this or that outcome in terms of managerial innovations. This differs in the sectors. Surveys of SMEs prospective capability building and talent shortage. Research by big companies underlines strategy and performance indicators. Research in the public sector questions the development of management functions. These sectoral differences are an obstacle to comparability and limit the generalizability of results. Another issue is the lack of a certain mechanism. It is common to find studies that give correlations between digital transformation and innovation, agility, or performance but do not describe the causal relationships. The multilevel effects are also under-explored; the individual, organizational, and ecosystem changes are studied separately as opposed to being interdependent phenomena. The main problem consists in the fragmentation of literature. The lack of a unified viewpoint to combine digital capabilities, managerial practices, and innovation results is present. The purpose

of this review is to fill this gap by systematically organizing the recent evidence, emerging themes and outlining the research imperatives.

1. Objectives:

- To carry out an exhaustive review of recent research on digital transformation and managerial innovation.
- To reveal the saliency patterns and find gaps in the existing body of knowledge.
- To specify the research trends in the future with references to the new empirical data.

2. Significance:

The current review will add to the explanation of a fast-growing area of research. It combines the disjointed empirical evidence, and it shows how digital instruments define managerial innovation, and at the same time it integrates the viewpoints of management, technology and performance into a consistent method. The synthesis can be used by scholars to formulate stronger theoretical constructions and research agendas. The practitioners are provided with information about the effects of digital competencies on decision making, talent management, and general performance. Decision-makers can get a better insight into competency gaps and differences at the sector level.

3. Research Questions

- What is the impact of digital transformation on managerial innovation about the organizational context?
- What capabilities, practices or structures moderate the relationship between digital transformation and performance outcomes?
- What are some of the gaps in the existing research and where should future research be taken?

4. Limitations

The current investigation is limited to the current empirical research, and this might restrict its applicability in prior theoretical literature or lasting evidence. The sources

mainly analyze digital transformation in the business-and-management settings thus limiting its generalization to the technical or engineering sectors. There are sectional disparities and not every industry would be equally represented. In addition, the review is based on secondary information and not on primary investigation, which has excluded testing of causal mechanisms.

5. Definition of terms

Digital transformation- The strategic adoption of digital technologies in the operations of firms to transform the way firms operate, make decisions and create value. Managerial innovation -Changes in the practices, processes, roles or decision-systems of managers that

facilitate performance or adaptability. Digital capability Digital capability refers to the combination of skills, infrastructure, platform, and data that can make digital happen and lead to innovation. Business model innovation the re-design of value-creation and value-capture systems by using digital tools or platforms. Organizational agility- The ability to perceive the changes in the environment and react as quickly as possible through reconfiguring decisions and resources. Knowledge management-Knowledge management is the process in which organizations generate, distribute, and use knowledge to enhance innovation and performance.

A. Referred Or Related Work

The area of research related to digital transformation and managerial innovation has grown immensely over the last few years. Initial research provided very generalized accounts of how digital technologies transform organizational decision-making, structural forms, and processes of value-creation. These early works created the urgency to look at digital transformation as a technological as well as a managerial phenomenon that shapes strategy, operation and performance. Later literature combined innovation management, redesigning business models, and organizational agility to the discussion, hence demonstrating how change leads to new forms of competitive advantage. One of the outstanding directions of research is the interrelation between digital transformation and innovation capability. Empirical data suggests that digital tools support the knowledge processes, improve coordination and help to create new services, products and business models. Research that concentrates on small and medium sized businesses highlights the role of digital skills, talent acquisition and developing capability and reveals that even though a smaller business gains advantage through digital adoption, it is at the same time facing resource and governance constraints. Sustainable performance research proposes an extra dimension of research, indicating that digital transformation is a factor of innovation results that are consistent with the sustainability objectives and long-term competitiveness. The other research stream focuses on the contribution of the managerial processes and organizational structures. Viewpoints based on business process management focus on alignment, orchestration, and goal setting as mechanisms that can be used to support

successful digital transformation. Synthesis and meta-review studies have tried to bring together the insights in these streams in the recent past. They observe both the fast proliferation of research but also mention disciplinary and methodological fragmentation. Such reviews demand multilevel models that are able to bridge individual, organizational and ecosystem-level impacts. They also present research agendas which are designed to build stronger theoretical foundations, improve cross-sector

comparisons, and clarify mechanisms of causation which would provide a connection between digital capabilities and innovation outcomes. In sum, the concerned literature represents a domain, which has gone beyond the descriptive research on the topic of digital adoption to more analytical, theory-rich, research on managerial innovation, performance, and capability building. However, there are still issues in using the findings in different organizational settings and the need to identify mechanisms that explain how digital transformation fosters the outcomes of innovation. This loophole encourages further reflection and synthesis to plot the convergence, revealing the gaps as well as direct contributing literature on the topic.

B. Digital transformation- managerial innovation-linking mechanisms.

Digital transformation has three main mechanisms of impacting managerial innovation. These processes explain how digital tools can be converted to coordination, performance and innovation results.

- a) Capability building: Companies invest in online capabilities, information systems, and software. Such abilities help in knowledge sharing and coordination and as such improve innovation capability. Empirical research on small and medium-sized businesses proves that product and process innovation is facilitated by talent creation and human-resource digitalization. During disruption times, big-data capabilities enhance strategic choices and performance on innovation in larger companies. The ability to build makes managerial action faster and better.
- b) Redesign process by managers: Digital transformation changes the decision-making practice and the work organization. The research on business process management records enhancements in the alignment and role clarity.
- c) Online technologies alter the distribution of tasks and decrease information bottlenecks. Digital technologies in the government segment reformulate managerial roles, influence service provision and governance results. Process redesign makes it more coordinated, agile, and quick to make decisions. Business-model innovation. Digital transformation makes possible new value creation and capturing. The firms use platforms, analytics, and ecosystems to extend the revenue streams.

In reviews, the connection between digitalization and product, process, and business-model innovation is detected. Being part of ecosystems and platform strategies are important to competitive advantage. Business-model innovation bridges the gap between digital transformation and both firm-level and ecosystem performance outcomes. The three mechanisms are in touch with each other. The technical and human resources are provided

through capability building. Process redesign organizations work and decision rights. Business-model innovation transfers these changes to the value creation area. Even though the evidence in sectors differs, the fundamental mechanisms are still present in different contexts.

C. Methodology

In this review, the PRISMA-based framework as in “Fig. 1”, will be adopted to increase transparency and provide a systematic selection of the studies. It started with a pre-existing list of published articles that are to be analyzed. A screening was done regarding titles, abstracts, and keywords to determine relevance to digital capability, innovations at the managerial level, business model development, and performance outcomes. Articles that did not have managerial or organizational relevancy or those that covered technical aspects to an exclusive degree were excluded. At the eligibility stage, full texts were subjected to scrutiny to ensure that they were in line with managerial and strategic views. The qualitative synthesis was formed with the studies that met the following criteria. Extraction of data was done with

domain emphasis, mechanisms, outcomes and analytical perspective. Convergence, divergence, and gaps in the research studies of the chosen studies were then identified, and a thematic synthesis was applied. Titles, abstracts and keywords were screened to make sure that they are relevant at the managerial and organizational levels. The assessment of the eligibility was based on the consistency with the digital capabilities, transformational mechanisms, and outcomes of innovations. As a result of this process, a sample of twenty-five studies was chosen to be finally synthesized, according to the PRISMA selection protocol.

Stages of the digital transformation inquiry in the sphere of management and innovation research. The search methods in Scopus, Web of Science, ScienceDirect, and Google Scholar were used to search records in accordance with a synthesized set of keywords related to the topic of digital transformation, managerial innovation, business-model innovation, organizational agility, and innovation performance

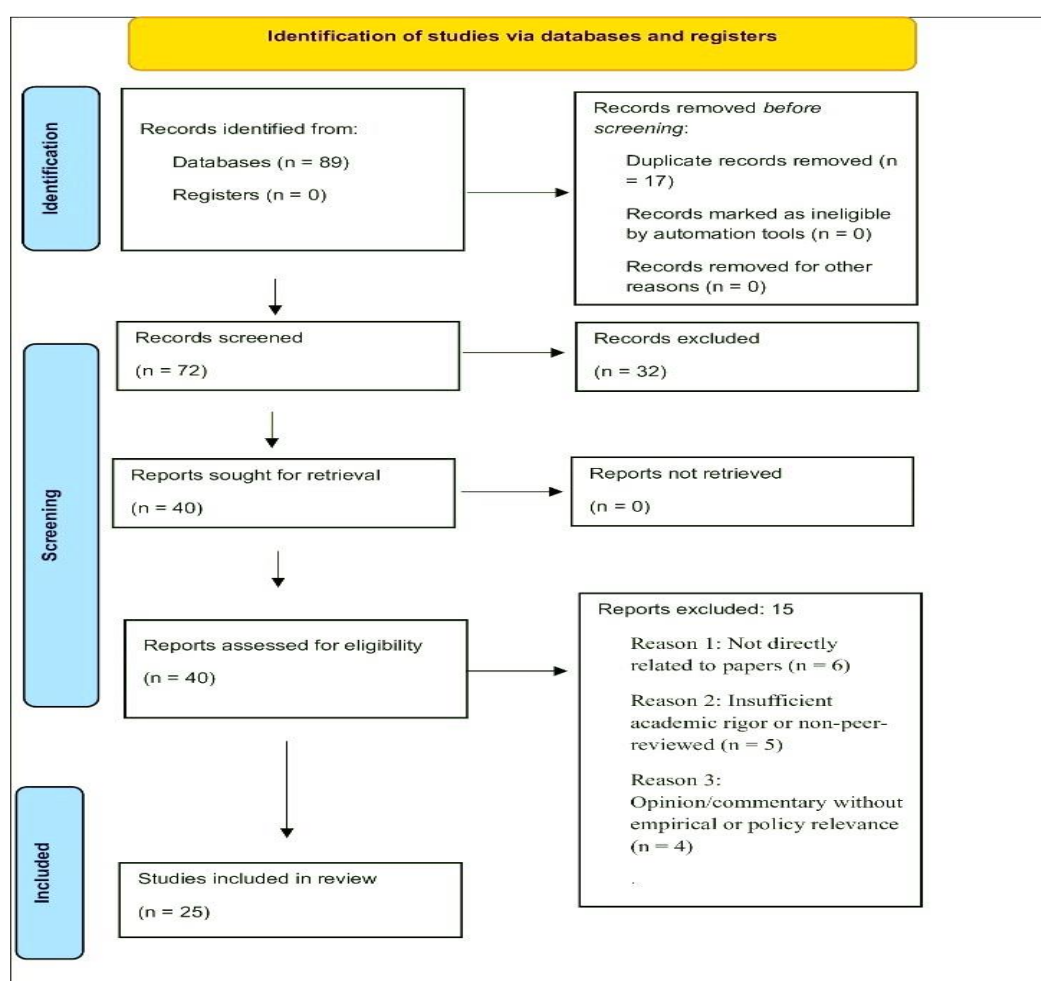


Fig. 1. PRISMA Based Study Identification and Selection Summary

The PRISMA based solution has the benefit of increasing the rigor, minimizing selection bias and increasing the reproducibility of the review. To make sure the review was relevant and methodologically rigorous, it used a

structured screening and selection protocol. The initial number of records identified in the published literature was 89, and 17 records were then eliminated as duplicates. After the screening of the records by the title

and abstract contents, 32 studies were eliminated because they were not relevant to the managers and innovations. A total of 40 full-text articles were identified and selected based on eligibility, and 15 articles were eliminated based on the technical nature, lack of innovation outcomes, or lack of relevance to the organization. The ultimate synthesis, as shown in “Fig. 1”, took into consideration 25

studies that were aligned with the scope of the review on digital transformation and managerial innovation. This process was done to be able to guarantee that the studies included were indeed used to contribute to the thematic and critical analysis given in the paper. The review included peer-reviewed articles published between the period 2021-2026 and thus displayed the modern

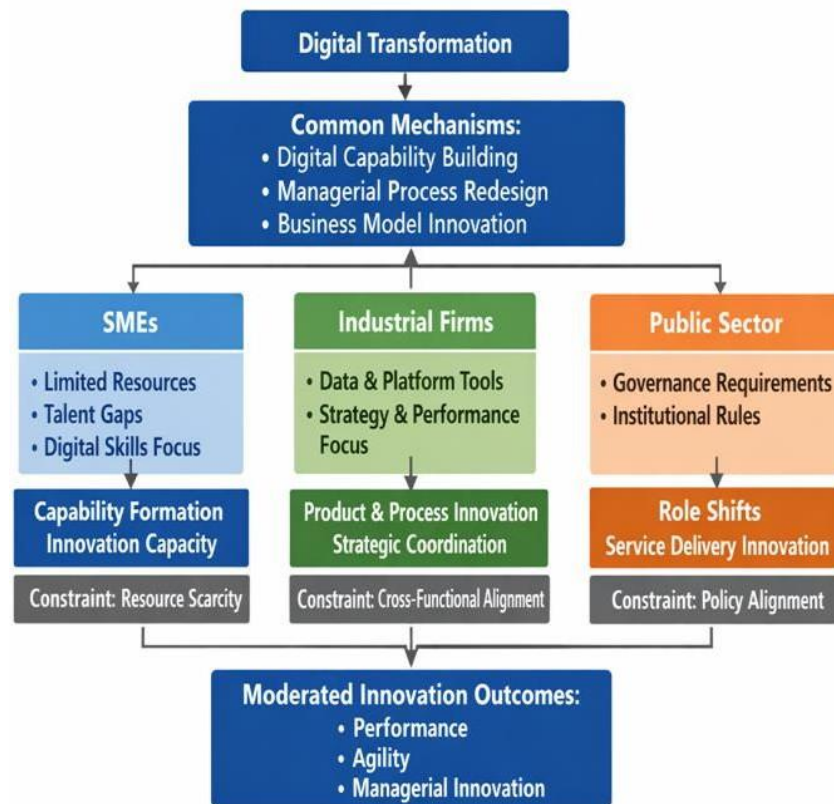


Fig. 2. Context Dependent Pathways of Digital Transformation

A. Context comparison

Digital transformation, as in “Fig. 2”, has diverging managerial implications when it comes to organizational contexts. Capability building is of priority to small and medium- sized enterprises (SMEs) due to the limitations of their resources and talents, which they use based on digital skills, knowledge processes, and human-resources transformation to achieve innovation capability. Lack of adequate resources is their major problem. Big industrial companies identify change with strategy and performance, striking a balance between capability investments and commercial pressures; the key principles behind strategic decisions, coordination, and product innovation are big-data analytics and platform tools, and the main obstacle is to align the functions and roles. Research in the public sector focuses on governance, managerial positions, and delivery of services, and states that digital tools change the distribution of tasks, decision authorities, and reporting relationships, which influence middle managers and frontline service models, the main issue being policy alignment and institutional limitations. These differences demonstrate that the same change processes are applied at different pressure levels and performance levels.

Managerial innovation is brought about by digital transformation in a series of interconnected factors. The input includes digital capabilities that refer to digital skills, data infrastructure, platforms, and analytical tools. Managerial mechanisms act as mediators such as development of capabilities, redesigning processes and business-model innovation. The output of innovation entails innovation outcomes as in “Table 1”, which include improved coordination, agility, and performance.

- a) Input: Knowledge sharing, situational awareness of environmental change and coordination have been broadened because of digital capabilities, and they also affect the speed of decision making and talent development.
- b) Mechanisms: A capability building provides the necessary skills and infrastructure; a process is redesigned to change the rights to make decisions, workflows and coordinating structures; the business-model innovation alters the identification and generation of value through digital tools and ecosystems.

6. Conceptual Framework

- c) Output: The results of innovation take the form of better innovation-ability, new product design or service, business-model renewal, agility and enhanced performance during disruption.

The connection is directional: the capabilities trigger the mechanisms, the outcomes are fuelled by the mechanisms, and the effects are moderated by the contextual factors, especially in the case of SMEs, industrial firms and organisations in the public sector.

Table 1. Conceptual Framework / Direction

<i>Concept</i>	<i>Operational meaning</i>	<i>Managerial effect</i>	<i>Innovation relevance</i>
Digital capabilities	Digital skills, data, platforms, analytics	Improves coordination and decision speed	Enables product, process, and business model innovation
Capability building	Talent development and knowledge processes	Expands learning and skill base	Strengthens innovation capability
Process redesign	Workflow and decision changes	Reduces bottlenecks and improves	Supports agility and faster
		coordination	product cycles
Business model innovation	Value creation and capture through digital tools	Driving new revenue and platform participation	Creating competitive advantage
Organizational agility	Sensing and rapid response to change	Improves adaptation during disruption	Enhances innovation performance
Knowledge management	Creation and sharing of knowledge	Improves problem solving and coordination	Supports product and process innovation
Context moderators	SME constraints, industrial strategy, public governance	Changes in resource availability and expectations	Alters innovation pathways and mechanisms

B. Technically In-Depth Investigation or Comparison

Digital transformation studies prove that in “Table 2”, strong links exist between digital capabilities, managerial processes, and innovation outcomes. The primacy of capability formation and talent development has been highlighted as important mechanisms in empirical studies of small and medium enterprises (SMEs). Digital talent and human-resource transformation activities also increase the innovation ability and performance in smaller companies when integrated [1]. The systematic reviews support the need of SMEs to rely on the knowledge processes and digital infrastructure to turn transformation efforts into visible innovation outcomes [12]. The other studies support this suggestion by finding that digital knowledge management is associated with sustainability-related innovation performance [13], suggesting that sustainability efforts and innovation paths depend on common digital potentials. The studies of industry and large firms follow a different path. They combine digital transformation, strategic orientation, performance measurements, and role definition in an organization. Digital transformation also changes the ways of management in the industrial innovation and pushes the strategic necessity of the firms to align sales with

capability building and new value creation [2]. The literature review on innovation management provides information, testifying to the fact that change imposes pressure on product and process innovation, and theorizes models to explain the mechanisms underlying the change [9]. More studies relate transformation to improved firm performance in the event of disruptions by combining innovation management and strategic capabilities [18]. There is a line of research that is focused on business-model innovation. It has been argued in reviews that digital technologies shift the aspects of value creation and value capture, which places business-model redesign as a focal point in transformation outcomes [15]. This view is furthered by meta-reviews and research agendas that suggest multi-level frameworks that connect digital transformation with firm, industry, and ecosystem strata innovation [16], [20], [22]. These researchers highlight how much of the participation of platforms, ecosystem coordination, and decision-making enabled by data. Process-based research also provides technical accounts of how digital transformation changes the structure, coordination, and role structure. In business process management studies, alignment, orchestration, and managerial roles have been found to be the key elements of successful transformation [7]. The role of middle

managers in the digital age and the relevance of middle management as a discipline are questioned by the public-sector scholarship, which proposes that the digital tools reallocate managerial work and decision rights [14]. This research question is complementary to the studies on organization agility, where the digital transformation improves the sensing and response capacity based on the data and big-data infrastructure [25]. Similar situations also highlight a consideration of comparison where it is widely used. The research dedicated to SMEs focuses on the competences being gained and the lack of resources [1], [12], [13]. Industrial research predicts strategic and performance deliverables [2], [18]. Spotlights Business-model research: platform and ecosystem dynamics [15], [20]. Research in the public sector highlights governance and role change [14]. Synthesis papers try to bind these streams of themes while observing disintegration across methodological and disciplinary divides [3], [4], [6], [16], [20], [22]. Digital transformation studies draw up a connection between capability development and sustainability-oriented design and product evaluation [8].

Studies that are performance based indicate that digital tools can be used to improve coordination, agility, and quantification of the outcomes of operations [10]. Process-based studies emphasize the fact that organizational redesign, workflow coordination, and role coordination are fundamental aspects of managerial innovation [11]. All these strands are incorporated within meta-reviews and conference proceedings, which suggest cross sector frames and have been proposed as maps of future research directions [23]. All these works together bolster the empirical basis of managerial innovation, performance measurement and sustainability in the digital environment. Collectively, as in “Table 3”, literature is brought together around three main processes, namely, digital capability building, managerial process redesign and business-model innovation. However, the two research streams are driven by different assumptions and units of analysis thus hindering integration. In the future, studies will need to address these inconsistencies to develop a single theory and more powerful comparative models.

Table 2. Critical Synthesis Table

<i>Theme</i>	<i>Strengths in literature</i>	<i>Weaknesses in literature</i>	<i>Gaps and implications</i>
Digital capabilities	Shows clear link to innovation capability	Focus on tools rather than mechanisms	Need to explain how capabilities translate to innovation
Managerial process redesign	Identifies coordination and role changes	Limited comparative evidence across sectors	Need contextual and organization al comparison
Business model innovation	Strong evidence for value creation and new models	Focus on outcomes but not on managerial practices	Need to connect business models to managerial innovation
SME transformati on	Highlights capability building and talent issues	Overemphas is on constraints	Need longitudinal evidence and sector comparisons
Industrial transformati on	Strong performance and strategy focus	Weak integration with talent and knowledge processes	Need multilevel frameworks linking capability and performance
Public sector transformati on	Highlights governance and role shifts	Limited innovation outcome analysis	Need mechanisms connecting digital tools to service innovation
Meta reviews and synthesis	Identify fragmentati on and call for integration	Do not resolve underlying mechanisms	Need integrative frameworks and theory building

Table 3. Summary Profile of Included Studies

<i>Study Dimension</i>	<i>Categories</i>	<i>Count</i>	<i>Notes</i>
Study Design	Empirical quantitative (surveys, archival), empirical qualitative (case, interview), conceptual/theoretic al, mixed methods	11, 6,5, 3	Quantitative work dominates, theory papers link mechanisms.
Sector	SMEs, large industrial firms, public sector, cross-sector, general/unspecified	8, 6,4, 3,4	Shows sector fragmentatio n.
Unit of Analysis	Firm-level, managerial/process- level, ecosystem/business- model	13, 8,4	Firm-level focus remains dominant.

Key Mechanism	Capability building, process redesign, business-model innovation	10, 8,7	Mechanisms roughly balanced.
Outcome Focus	Innovation capability, organizational agility, performance, sustainability	9, 7,6, 3	Innovation and agility lead outcomes.
Geographic Coverage	Europe, Asia, Global/unspecified	11, 9,5	Over- representation of Europe and Asia.
Data Orientation	Cross-sectional, longitudinal	21, 4	Longitudinal gap evident.
Contribution Type	Descriptive, explanatory (mechanisms), comparative (sector/firm), framework/conceptual	9, 7,5, 4	Mechanism and comparative studies emerging.

7. Conclusion

The digital transformation has become one of the main drivers of managerial innovation. There is empirical research suggesting that digital capabilities can improve decision making, coordination and performance. Organisations are using data, platforms and digital competencies more to redesign business models and processes. Although the field has grown significantly, the evidence is still seen to be scattered in sectors and units of analysis, thus a more integrated approach is needed that explains the process by which digital capabilities can be converted into innovative outcomes. The review brings together the dominant theoretical streams and outlines gaps in research, which require additional research. Digital transformation is a promising collection of advantages, but with a consistent number of difficulties. Digital, on the positive side, significantly increases the ability of an organisation to be innovative, internal coordination and decision-making processes speed up, and hence leads to organisational agility. They help new business models and value-creation routes to emerge, and they help to enhance knowledge management and organisational learning, at the same time. In addition, digital transformation builds resilience, which improves performance in times of disruption and change in the market. However, the journey towards the attainment of these benefits is hampered by serious challenges. There is the existence of a strong digital divide with smaller companies experiencing extreme capability gaps. Within the organisation, it affects the traditional managerial functions and organisational structures, creating uncertainty and opposition.

A. Suggested Extent of Future Research.

Theoretical models should be crafted in future studies as explanations of how digital capabilities affect managerial

innovation. Inter-sector and inter-firm comparisons can help in understanding the contextual impacts, whereas multi-level analyses can relate personal, organisational and ecosystem results. It is imperative that longitudinal data are available to observe the impacts of digital transformation in the long term and that a study of how talent develops, becomes sustainable, and how platform ecosystem functions can be further understood using emerging innovation directions. To begin with, researchers need to examine the mediating effect of digital capabilities on managerial innovation by using the following mechanisms: talent acquisition, knowledge processes, organisational agility, and business model redesign. The available literature is mostly stating correlations without actively describing the way these mechanisms can work in the dynamic change with time. Second, comparative analyses ought to mean transformation results in different organisational settings. SMEs tend to give more importance to capability building and to struggle with the issue of resources; industrial companies tend to lead on the issue of performance and strategic fit; governmental organisations look into the future by anticipating governance and restructuring of roles. Comparative evidence can be used to explain the phenomenon of divergent innovation outcomes generated by digital transformation when and why. Third, longitudinal research designs must be able to time the process of digital transformation. Cross-sectional research does not take into consideration sequencing, path dependence, and feedback loops. Longitudinal studies may be used to clarify the accretion and interaction of capability building, process redesign, and business model innovation, and thus give a better view of the transformation pathway.

References

1. I. Budiarti and D. Firmansyah, "Innovation capability: Digital transformation of human resources and digital talent in SMEs," *JEECAR*, vol. 11, no. 3, pp. 621–637, Jun. 2024, doi: 10.15549/jeeecar.v11i3.1709.
2. H. Endres, J. Auburger, and R. Helm, "Industrial innovation management in the age of digital transformation: The risk of too strong selling capabilities," *Industrial Marketing Management*, vol. 117, pp. 371–385, Feb. 2024, doi: 10.1016/j.indmarman.2024.01.008.

3. S. Kraus, S. Durst, J. J. Ferreira, P. Veiga, N. Kailer, and Weinmann, "Digital transformation in business and management research: An overview of the current status quo," *International Journal of Information Management*, vol. 63, p. 102466, Apr. 2022, doi: 10.1016/j.ijinfomgt.2021.102466.
4. S. Kraus, P. Jones, N. Kailer, A. Weinmann, N. Chaparro- Banegas, and N. Roig-Tierno, "Digital Transformation: An Overview of the Current State of the Art of Research," *Sage Open*, vol. 11, no. p. 21582440211047576, Jul. 2021, doi: 10.1177/21582440211047576.
5. C. V. Radulescu, G.-R. Ladaru, S. Burlacu, F. Constantin, Ioanăș, and I. L. Petre, "Impact of the COVID-19 Pandemic on the Romanian Labor Market," *Sustainability*, vol. 13, no. 1, p. 271, Dec. 2020, doi: 10.3390/su13010271.
6. J. Reis and N. Melão, "Digital transformation: A meta- review and guidelines for future research," *Heliyon*, vol. 9, no. 1, p. e12834, Jan. 2023, doi: 10.1016/j.heliyon.2023.e12834.
7. A.-M. Stjepić, L. Ivančić, and D. S. Vugec, "Mastering digital transformation through business process management: Investigating alignments, goals, orchestration, and roles," *JEMI*, vol. 16, no. 1, pp. 41–74, 2020, doi: 10.7341/20201612.
8. X. Xie, J. Zhu, S. Ding, and J. Chen, "AHP and GCA Combined Approach to Green Design Evaluation of Kindergarten Furniture," *Sustainability*, vol. 16, no. 1, p. 1, Dec. 2023, doi: 10.3390/su16010001.
9. F. P. Appio, F. Frattini, A. M. Petruzzelli, and P. Neirotti, "Digital Transformation and Innovation Management: A Synthesis of Existing Research and an Agenda for Future Studies," *J of Product Innov Manag*, vol. 38, no. 1, pp. 4– 20, Jan. 2021, doi: 10.1111/j pim.12562.
10. V. Baranyi, "Systematic literature review on the digital transformation of the personnel selection process," *German Journal of Human Resource Management: Zeitschrift für Personalforschung*, p. 23970022251363012, Aug. 2025, doi:10.1177/23970022251363012.
11. G. Duncan, W. F. Christensen, and C. Handley, "COVID- 19 hotspot detection in a university setting," *PLoS ONE*, vol. 19, no. 5, p. e0289254, May 2024, doi: 10.1371/journal.pone.0289254.
12. S. Gao, P.-L. Teh, and H. H. P. Ho, "Digital transformation and innovation in small and medium enterprises (SMEs): a systematic review and future research agenda," *Cogent Business & Management*, vol. 13, no. 1, p. 2612775, Dec. 2026, doi: 10.1080/23311975.2026.2612775.
13. Krisnayanto et al., "Investigating the Role of Digital Transformation, Digital Knowledge Management and Digital Innovation on Sustainable Performance (SDG) of SMES," *jlsdgr*, vol. 4, no. 3, p. e02047, Sep. 2024, doi: 10.47172/2965-730X.SDGsReview.v4.n03.pe02047.
14. S. Kusmaryanto and C. B. Santoso, "A scoping review of middle managers in the digital transformation era in public sector organizations: are they still needed?," *Cogent Business & Management*, vol. 12, no. 1, p. 2461734, Dec. 2025, doi: 10.1080/23311975.2025.2461734.
15. Y. Li, "Literature Review on Business Model Innovation: Digital Technology Perspective and Suggestions for Future Research," *Sage Open*, vol. 15, no. 2, p. 21582440251328063, Apr. 2025, doi: 10.1177/21582440251328063.
16. D. Plekhanov, H. Franke, and T. H. Netland, "Digital transformation: A review and research agenda," *European Management Journal*, vol. 41, no. 6, pp. 821–844, Dec. doi: 10.1016/j .emj.2022.09.007.
17. I. Puelles and I. De La Vega, "Innovation Management, Digital Transformation, and Firm Performance in the New Normal," *IEEE Eng. Manag. Rev.*, vol. 52, no. 3, pp. 106– 124, Jun. 2024, doi: 10.1109/EMR.2024.3373547.
18. K. REDA and A. JAMAL, "Le rôle de l'innovation managériale dans la réalisation de la transformation digitale : Revue bibliométrique et analyse critique de la littérature," *Alternatives Managériales Economiques*, vol. 7, no. 3, pp. 378–398, Jul. 2025, doi: 10.48374/IMIST.PRSM/AME-V7I3.57247.
19. J. Reis and N. Melão, "Digital transformation: A meta- review and guidelines for future research," *Heliyon*, vol. 9, no. 1, p. e12834, Jan. 2023, doi: 10.1016/j.heliyon.2023.e12834.
20. G. Robertsons and I. Lapiņa, "Digital transformation as a catalyst for sustainability and open innovation," *Journal of Open Innovation: Technology, Market, and Complexity*, vol. 9, no. 1, p. 100017, Mar. 2023, doi: 10.1016/j.joitmc.2023.100017.
21. M. Saeedikiya, S. Salunke, and M. Kowalkiewicz, "The nexus of digital transformation and innovation: A multilevel framework and research agenda," *Journal of Innovation & Knowledge*, vol. 10, no. 1, p. 100640, Jan. 2025, doi: 10.1016/j.ji k.2024.100640.
22. V. Skudienė and E. Zemaitis, "Digital Transformations and Innovation Management: A Review and Research Agenda," in *Digital Transformation: Accelerating Organizational Intelligence*, vol. 07, WORLD SCIENTIFIC, 2024, pp. 1–24. doi: 10.1142/9789811295140_0001.
23. A. J. Tallón-Ballesteros, Ed., *Digitalization and management innovation iii proceedings of DMI 2024, beijing, china, 25-27 October 2024*. IOS Press, 2025.
24. D. Uršič and T. Čater, "Digital innovation in

- management and business: A comprehensive review, multi-level framework, and future research agenda,” Journal of Business Research, vol. 197, p. 115475, Aug. 2025, doi: 10.1016/j.jbusres.2025.115475.
25. M. Xu, Y. Zhang, H. Sun, Y. Tang, and J. Li, “How digital transformation enhances corporate innovation performance: The mediating roles of big data capabilities and organizational agility,” Heliyon, vol. 10, no. 14, p. e34905, Jul. 2024, doi: 10.1016/j.heliyon.2024.e34905.