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Challenges of Business Practices in Digital Culture Transformation in the Era of the Covid 19 Pandemic

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Abstract

This article aims to collaborate on the impact of COVID-19 on business practices in the transformation of digital culture in Indonesia. Although digital transformation has occurred so far, the Covid-19 pandemic has also strengthened changes in business practices at the level of Indonesian society which then creates a digital culture in this context, digital culture is the result of digital-based thinking, creation, and creation of human works. Nevertheless, the

emergence of digital culture has had a positive impact such as the development of business practices and the strengthening of digital communication. Meanwhile, the negative impact can be seen from lifestyle changes due to high dependence on social media. Nevertheless, changes in digital culture at the public level must be immediately anticipated through digital literacy strengthening programs.

Keywords: Covid-19, Digital Culture Transformation, Business Practices

Introduction

Digital transformation plays a crucial role in the modern business environment (KOSTYRKO *et al.*, 2023) ^[9] It involves integrating digital technologies into business processes, strategies, and customer experiences to adapt to evolving market demands and improve competitiveness. (Popović *et al.*, 2022) ^[11] The shift towards digital transformation allows businesses to become more agile, productive, and customer-centric. This impacts various aspects of business operations, including user experience, operational processes, business models, employee experience, and digital platforms. (Deogaonkar, Badegaonkar, B. (2023) ^[4]. Embracing digital transformation is essential for organizations to create additional business value, explore global markets, stimulate innovation, and ensure growth. (Zeerak *et al.*, 2022) ^[15] By effectively leveraging digital technologies, businesses can overcome challenges, stay relevant in the digital age, and achieve sustainable success in a rapidly changing business landscape. (Harisal *et al.*, 2023).

The COVID-19 pandemic acted as a catalyst for urgent changes in business practices across various industries (Salin *et al.*, 2023) ^[13]. The crisis forced companies to quickly adapt by embracing e-commerce, virtual operations, and new communication channels (Iwu *et al.*, 2023) ^[7]. Many businesses face revenue losses, downsizing, and operational disruptions, leading to the need for rapid adaptation of strategies and processes (Ratten, 2023) ^[12]. Companies must change their corporate governance structure, move AGMS and EGMS online, revise budgets, reduce director fees, and improve director training (Veselovská & Hudáková, 2023) ^[14]. Small businesses, especially in Russia, are showing resilience by adapting their processes to navigate the economic challenges posed by the pandemic (Kryvosiva-Medantaseva, 2022) ^[10].

Based on the explanation above, this paper aims to analyze the development of an efficient business strategy in the digital era. Because the use of existing technology can reduce the cost of collecting data, and provide a better customer experience. The company focuses on the competitive advantages that technology provides, such as reducing overhead costs and creating new value for consumers.

Bibliography

In the face of digital cultural transformation in the era of the COVID-19 pandemic, business practices are faced with a number of challenges that need to be understood and overcome effectively. This theoretical framework will outline some relevant

theories and concepts to understand the essence of the challenge. The COVID-19 pandemic has changed the business landscape globally, forcing companies to undertake a rapid and thorough digital transformation. One of the aspects that is affected is the company culture, where adapting to digital culture is the key to success in facing emerging challenges. In this literature review, the challenges of business practices in digital culture transformation in the era of the COVID-19 pandemic will be discussed.

Digital Culture Transformation in Business

Digital culture is a combination of technology and society that shapes various aspects of human life. Digital society has unified conventional societies and expanded the membership of individuals to the digital world (Laskar, 2023). It has also become an important catalyst for change in many areas. This interaction between digital culture and society occurs on multiple levels, such as ideological, behavioral, and genetic, impacting the development of cultural phenomena through a balance of innovation and tradition (Chernavin & Barinova, 2023). The study of global digital culture also emphasizes the political dimension in cultural formation, highlighting how digitally equipped citizens engage in social movements to challenge dominant forces, and demonstrating the referential relationship between digital culture and these societies (Wagner, 2021). Digital culture is therefore a complex combination of technological advances and societal structures that shape human ideologies, interactions and behaviors in the modern world.

Technology and Humanism Collaborate to Create New Realities

Various aspects of society and individual experiences have been shaped by the new realities generated by the combination of humanism and technology. From research on the values that influence media behavior and interactions with non-humans (Bykov & Kurushkin, 2022), to campaigns for a new humanism that encourages responsible artificial intelligence (Terrones, 2019), and the emergence of digital humanism as a way to transform technology's influence on human rights and privacy (Blume & Rauchbauer, 2022), the fusion of humanistic values and technology is evident. The coordination between humans and technology in areas such as education and the development of the animation industry are examples of this integration (Limano, 2021). The evolving relationship between humanism and technology continues to change social standards and moral considerations.

The Fusion of Digital and Non-Digital Cultures is a Dynamic Fusion

In the modern world, human ideology, genetics, and behavior are significantly influenced by the interaction between digital and non-digital cultural elements (Chernavin & Barinova, 2023). Digital culture, which consists of various digital activities, affects a person's emotional, behavioral, and cognitive levels, especially for students who are highly engaged with it (Bandić *et al.*, 2023). Cultural transmission has changed as a result of the development of digital technologies (Acerbi, 2023). The development of human culture is instrumental in this regard. With the help of technological advances, cultural marketing can build

relationships with diverse cultures and influence customer lifestyles and brand loyalty (Taneja *et al.*, 2023). In addition, the development of the digital world has brought cultural elements into the real world. It has brought new principles for the digitalization of artistic and cultural clusters, which has increased flexibility, dynamism, and synergy in the creative and organizational fields (Bannikova *et al.*, 2023)^[1]. Modern ideologies, genetics, and human behavior are greatly influenced by these dynamics of digital and non-digital culture.

Digital Culture Determines Behavior and Interaction in the Internet Age

The digital world has greatly influenced how young people interact and understand the world around them. According to research, young people, including non-binary youth, use digital platforms to build social relationships, obtain health information and create content (Grossman, 2022). Negotiation of risks and opportunities is part of these digitally mediated interactions (Opdahl *et al.*, 2023). This affects youth behavior and motivation. During the COVID-19 pandemic, reliance on digital technologies for entertainment, education, and social connections increased. People are noticing the benefits and disadvantages associated with more screen time and online activities (Krakower, 2022). Moreover, research shows how important it is to encourage students to use the internet in an ethical and responsible way so that they can acquire personal skills and social values in a hypermedia world (Caldeiro-Pedreira *et al.*, 2021). Overall, digital culture has changed the way young people interact, find value and navigate the complexities of the contemporary world. Data collected from various studies shows the huge influence the internet and social media have had on Indonesian society, especially among the younger generation. As of January 2021, around 274.9 million people in Indonesia are significant internet users. Around 170 million users are active on social media, indicating that social media has become an important part of Indonesians' daily lives, especially young people (Nabila *et al.*, 2023). Sites such as Twitter and TikTok have become popular tools for political communication and information seeking among Indonesian youth, emphasizing the growing role of social media in shaping political discourse and engagement (Saputra *et al.*, 2023).

The Role of Journalism in the Digital Age

To ensure the provision of trustworthy content to audiences in the digital age, journalism must change (Fisher, 2022). Digital journalism is changing rapidly as a result of the COVID-19 pandemic, which is affecting its practices, texts and audiences, causing social change around the world (Quandt & Wahl-Jorgensen, 2022). Digital journalism is redefining its role through innovations such as new narratives, user engagement and more sophisticated dissemination strategies (Sixto-García *et al.*, 2023). This points to current industry trends and the potential impact of such changes (Sixto-García *et al.*, 2023). Digitalization makes journalism a discursive construct, emphasizing entrepreneurial journalism and how it impacts the work and future of new journalists (Trimithiotis & Stavrou, 2023). This may lead to debates about the working position of conventional journalism. Journalism faces a range of new challenges and opportunities, among them:

- **Speed and Volume of Information:** Journalists must be able to work quickly and accurately in processing the abundance of information in the digital world.
- **Verification of Information:** The ability to verify information and combat misinformation is becoming increasingly important.
- **Engagement with Audiences:** Journalists need to build interaction and trust with audiences through various digital platforms.
- **Personal Protection and Security:** Journalists often face safety and security threats, so adequate training and means of personal protection are needed (Zaitseva & Kryvoruchko, 2023).

Journalism Obligations and Ethics

Journalism has undergone a major transformation in the digital age. This is due to the use of data science algorithms and machine learning as well as artificial intelligence that have enhanced various aspects of journalism (Fernandes *et al.*, 2023). To succeed in this evolving landscape, journalists must have the digital skills and capabilities to effectively engage with audiences, combat misinformation through data verification, and work quickly and accurately in the face of vast amounts of data available online (Trimithiotis & Stavrou, 2023). Moreover, as a result of the common safety threats they face, journalists should prioritize self-protection and security measures (Trimithiotis & Stavrou, 2023). They should also emphasize how important it is to have sufficient training and resources to safeguard their well-being while doing their jobs.

- **Accuracy and Objectivity:** Journalists should always strive to convey correct and unbiased information.
- **Verification and Balance:** Every piece of information should be verified and considered from various points of view.
- **Privacy and Honor:** Journalists must respect the privacy and honor of individuals, especially in sensitive reporting.
- **Accountability:** Journalists are responsible for what they report and should be ready to accept constructive criticism.

Journalism is not only about individuals but also about institutions—the principles, customs, and practices that govern the work of journalists and their products. Journalism as a social authority grows and develops with the help of institutional theory (Vos, 2019). In today's computer and internet age, it is imperative to question who is qualified to be a journalist. Viewing journalism as a formal process that follows recognized standards and ethics is another option. The use of voluntary certification systems and the Media Freedom Act can help maintain journalistic dignity and provide legal protection to journalists (Greste, 2023).

Journalism in the Digital Age: Navigating an Algorithm-Driven World

In the digital age, journalism is heavily influenced by artificial intelligence (AI), which changes many newsroom tasks and provides tools such as OpenAI's ChatGPT, Google's Bard, Microsoft Bing, and other chatbots (Thomas & Thomson, 2023). AI and machine learning technologies aid high-quality journalism, improving journalists' ability to accurately verify information and effectively combat fake news (Opdahl *et al.*, 2023). In addition, AI and machine

learning technologies are being used to support the production of high-quality journalism, aiming to increase public trust in news production. In addition, images of journalists created by artificial intelligence show inequalities in technology and gender divisions, prompting thoughts on how artificial intelligence maintains existing social biases in journalists' images.

The Positive Impact of Digital Culture: Opening New Opportunities in the Digital Age

The development of digital culture in Indonesia brings many positive benefits. Here are some important points:

1. Access to General Information

The internet today serves as a vast repository of information. It provides access to a wide range of content, such as scholarly articles, breaking news, and educational videos, which help people learn and develop in various fields. With the advent of the Open Access model, which changed the way people obtain information, digital access to academic publications has changed the world (Notley *et al.*, 2023). Many studies show the impact of this transformation. In addition, scholarly information distributed online involves various parties participating in the dissemination of knowledge, demonstrating the ever-changing relationship between the academic field and the public. Moreover, to cater to information seekers using websites such as YouTube, which shows the growing trend of information consumption and the need for customized educational interventions, new approaches to media and information literacy education are needed.

2. Growing Levels of Public Participation

Digital platforms and social media are helpful in increasing civic participation and political participation, especially among youth (Alodat *et al.*, 2023). With the help of these platforms, people can voice their opinions, connect with others with similar views, and participate in activism. Ultimately, this will result in a more informed and engaged society. In addition, public institutions can communicate with the public through social media, which allows for greater discussion, information sharing, and engagement (Urse & Taseņte, 2023). People who have views on the management of social media platforms point out issues such as misinformation, digital identity, and transparency of content moderation. They also emphasize the importance of inclusive decision-making processes and policy recommendations based on moral action (McCarthy *et al.*, 2023).

3. Improving Digital Knowledge

The development of digital culture is critical to improving digital information literacy, which is essential for combating fraud and promoting critical thinking in the digital age (Moravčiková *et al.*, 2023). The ability to search, analyze, and evaluate information is important as technology develops to ensure that the information consumed is of high quality and prevent the spread of hoaxes (Krivonosova, 2023). The formation of digital culture has been linked to the emergence of personal computers, the internet and the application of computer technology to everyday life, which suggests that a systematic approach should be used to develop it (Siddikov, 2023). Digital literacy programs, especially those focused on security, are essential for parents adapting to the digital world. They emphasize how important it is to learn continuously and acquire skills to survive in the digital world.

Challenges of Digital Culture in Indonesia Aware of Dangers in the New Era

Some of the challenges facing Indonesia in the digital era are as follows:

1. Misinformation and fake news:

Misinformation and fake news spread through digital media pose significant problems, triggering disputes, misunderstandings, and social unrest, ultimately eroding trust in information and impeding societal progress (Govindankutty & Gopalan, 2023). The ease of generating and spreading false information online, combined with the profit-driven characteristics of online platforms, creates incentives to increase audience engagement (Mariniello, 2022).

2. Internet bullying

Online bullying, also known as cyberbullying, is very threatening to people, especially adolescents, and causes emotional trauma, depression, and eventually suicide (Febrianti & Setiyowati, 2023). As a result, victims experience decreased self-esteem, increased depression, and suicide attempts (Sarhangi *et al.*, 2023). Addressing this issue requires collaborative efforts from various stakeholders, including educational institutions, parents, and policymakers, to implement prevention measures, promote mental health support, and foster a safe digital environment for all individuals, especially young people, to combat the detrimental effects of cyberbullying and ensure a safer online space for everyone.

3. Lack of Privacy

In today's digital age, personal data has greater value, leading to more data breaches, identity theft, and privacy violations (Yu *et al.*, 2023). Privacy issues are exacerbated because IoT allows some service providers to collect and share users' personal information (Oguafor & Nevzat, 2023). In addition, the extensive use of social media has led young adults to a surveilled culture where they feel unable to control what they do on social media (Akter *et al.*, 2022). Raising awareness about cybersecurity is critical to addressing these issues, with an emphasis on personnel, management, and infrastructure capabilities to mitigate cyber threats and protect critical corporate data.

The Impact of Digital Culture and AI Technology on Journalism Practices

Digital culture has changed the world of Indonesian journalism in many ways. Here are some of the most important ones:

1. Diverse platforms for disseminating news

Journalists have shifted from conventional mass media, such as newspapers and television, to digital platforms, such as social media, news sites, and news apps, which allow them to engage with a wider and more diverse audience (-, 2023). This transition has changed the way news is gathered and disseminated, which poses both opportunities and challenges in the digital age (Kristensen & Bro, 2024). The rise of social media has changed the way people read news, resulting in a two-way communication channel where news companies must respond to readers' questions and adjust to the fast pace of information (Yeoman, 2022). In addition, the digital age has changed the value and newsworthiness of news, as news can be easily accessed on various online platforms, which affects what is considered good news and how news is distributed in today's media world (Scheffauer *et al.*, 2024). Despite the prevalence of social media as a

news source, citizens still value journalists' gatekeepers over algorithmic news selection to foster trust in both traditional and social media outlets.

2. Communicating directly with audiences

The evolution of social media has transformed news consumption and dissemination in the world of modern journalism, enabling an interactive and direct relationship between reporters and their audiences (Rodríguez-Vázquez *et al.*, 2022). Journalists can now actively engage with their readers, receive feedback, and communicate both ways because of this shift, which in turn results in a better understanding of audience interests and preferences (Fadillah *et al.*, 2022). Social media platforms are important tools for journalists to actively engage with audiences and create a dynamic environment where news can be customized to meet readers' expectations (Gupta & Singh, 2022). This direct interaction not only improves the quality of news but also strengthens the relationship between journalists and their readers, resulting in a more engaging and customized news experience for each party involved.

3. Emergence of New Journalism Models

Emerging types of journalism, citizen journalism, data journalism, and investigative journalism, help enrich the news landscape by using mobile telecommunications to engage people in news, despite issues such as delayed delivery and content diversity. Data journalism, mentioned in (Ambyo, 2023), uses data analysis to improve the accuracy of news and a more comprehensive and diverse perspective on news is offered by this new journalistic approach, along with traditional journalistic approaches (Farhat, 2024). This approach also allows people to participate in news production, improve news quality through data-driven insights, and uncover hidden facts through investigative efforts.

4. Information Personalization

Machine learning algorithms can improve news personalization by using various techniques, such as incorporating user comments to reflect user interests (Choi *et al.*, 2022), introducing regularization methods to encode different types of user interests for more personalized recommendations (Fan *et al.*, 2022), populating user item ranking matrices to reduce sparsity and improve similarity measures for more accurate recommendations (Bai *et al.*, 2020), and mining indications from user comments to improve recommendation accuracy. These methods go beyond conventional approaches that rely solely on topical interest profiles or users' browsing history to provide more relevant and diverse news recommendations tailored to users' interests (Liu & Liu, 2022).

5. Faster Content Creation

By enabling tasks such as data analysis, news summarization, and automatic text translation, artificial intelligence (AI) helps journalism speed up content creation (Jones *et al.*, 2022). AI-based tools can improve the efficiency and speed of news production, but journalists must still maintain journalistic ethics and professional standards when using these tools (Gutierrez Lopez *et al.*, 2023). The emergence of the trend to incorporate AI into newsrooms and the rise of synthetic media outlets that use only algorithms to create content signify journalism that does not involve direct human intervention. However, there are concerns about how journalists understand and engage with AI. This shows how important it is to learn about AI at the individual, organizational, and community levels to

ensure that these technologies are used properly and responsibly in news production.

6. Data verification

AI helps journalists quickly and accurately assess the veracity of various sources of information, such as images and videos. According to research, artificial intelligence tools can distinguish the veracity of news items (saheb, 2023). Tools such as Large Language Models (LLM) such as OpenAI's GPT-3.5 and GPT-4.0, Google's Bard (LamDA), and Microsoft Bing AI have also been used to improve the information verification process in journalism. Tools such as "Checking-bot" have been tested to streamline the fact-checking process during events such as by ensuring that the information delivered to the public is accurate and reliable, the use of AI techniques during the news production cycle can increase trust in journalism.

Conclusions

Digital culture transformation is a process in which companies change the way they operate, communicate, and interact with their customers and business partners through the use of digital technology. In the era of the COVID-19 pandemic, this transformation has become increasingly important because the adoption of digital technology is no longer just an option, but an urgent need.

Challenges in Digital Culture Transformation

1. **Limited Resources:** Many companies face obstacles in allocating sufficient resources for digital transformation, especially amid uncertain economic conditions during the pandemic.
2. **Paradigm Change:** Digital culture transformation requires a paradigm shift in thinking and behavior, which is not always easy for all members of the organization to do.
3. **Technology Adoption Difficulties:** Not all employees have enough skills and knowledge to adopt digital technologies quickly, requiring intensive training efforts.
4. **Data Security:** Given the increasing number of cyberattacks during the pandemic, companies need to ensure data security and customer privacy during the digital transformation process.

Strategies for Overcoming Challenges

1. **Internal Capability Development:** Companies need to invest in the development of internal capabilities, both in terms of human resources and infrastructure, in order to overcome resource limitations.
2. **Education and Training:** Providing education and training related to digital technology to all employees is an important step in accelerating technology adoption.
3. **Leadership Commitment:** Company leaders need to demonstrate a strong commitment to digital culture transformation, so that all members of the organization are motivated to change.
4. **Collaboration with External Parties:** Collaborating with external partners who have specialized expertise in digital transformation can help companies overcome complex challenges.

Case Studies and Practical Implications

Through case studies on several companies that have been successful in digital culture transformation during the

COVID-19 pandemic, various best practices and strategies can be found that other companies can adapt. The practical implications of this study are the importance of continuing to develop a culture of innovation and adaptation in the midst of rapidly evolving business dynamics.

Discussion

Digital culture is undergoing a significant transformation due to the intensive impact of digital technology on various aspects of society (Firican, 2023) ^[5]. This transformation is characterized by the fusion of information technology with cultural spaces, which leads to the formation of a new creative environment and socio-cultural practices (Kirillova, 2023) ^[8]. The evolution of digital culture involves adopting a digital-first mindset, being open to change, and focusing on collaboration, innovation, and flexibility (Cortez Escobar, 2023) ^[3]. As digitalization permeates all social activities, including the cultural and artistic fields, new principles are being sought to guide the digitalization process in both the creative and organizational dimensions (Bannikova *et al.*, 2023) ^[1]. The shift towards a digital organizational culture emphasizes the importance of creating a collaborative work environment, encouraging creativity, innovation, and continuous improvement through a unique digital strategy (Barjaktarović, 2023) ^[2].

Digital cultural transformation is essential in business because it plays a crucial role in accelerating digital transformation. It is essential for organizations to adapt to the digital age in order to stay competitive and encourage innovation. Digital culture encompasses attributes such as collaboration, customer centricity, agility, and data-driven decision-making, which are essential for successful digital transformation. The study emphasizes that digital culture, along with digital literacy and attitudes towards change, significantly influences employee performance and the success of digital transformation initiatives. Organizations need to foster a digital-first mindset, openness to change, and an innovation-prohibitive culture to thrive in a rapidly evolving digital landscape. Embracing digital culture allows businesses to improve customer experience, improve operational processes, and create business value.

Technology plays a crucial role in transforming digital culture by empowering consumers, creators, and producers, reshaping cultural consumption and production structures, and enhancing cultural transmission. The integration of digital technology with culture and creativity creates new dynamics and challenges for the cultural and creative sectors. Digitalization has an impact on popular culture by facilitating the transmission of cultural content, co-creation, and feedback within the digital community. However, concerns have arisen regarding the authenticity of digital art, the influence of artificial intelligence on creativity, and the reproduction of existing concepts rather than the creation of entirely new content. Overall, technology not only improves the efficiency of the cultural industry but also presents opportunities and threats that require the protection of cultural values and the strategic role of the region in sustainable development.

Digital culture transformation has become a top priority for many organizations around the world, especially in the face of the impact of the COVID-19 pandemic that has changed the way we work, interact and do business. In this context, business practices face a number of challenges that need to be understood and overcome effectively. This article will

discuss some of the key challenges that business practices face in adopting digital culture transformation in the era of the COVID-19 pandemic.

One of the main challenges is data security and privacy. With the increasing use of digital technologies, organizations must face increasingly complex cyber security threats. It is important for business practices to implement robust measures to secure data and maintain customer privacy. In addition, the integration of technology in daily operations is also a big challenge. Many organizations are experiencing difficulties in adopting the digital systems and processes necessary to support digital culture transformation. This can include changes in organizational structures, policies, and work practices.

In addition, the lack of digital skills among employees is also a significant challenge. The COVID-19 pandemic has accelerated the need for digital skills, but not all employees have the knowledge and skills necessary to effectively adopt new technologies. Therefore, employee training and development is crucial in overcoming these challenges.

Finally, organizational culture issues can also be an obstacle in digital culture transformation. Some organizations may face resistance to change from employees who are used to the traditional way of working. Changing the organizational culture to be more accepting of digital technology and innovation is key in overcoming these challenges.

Digital culture transformation in business has become increasingly important in the era of the COVID-19 pandemic, where adaptation to digital technology is the key to success in maintaining business operations and meeting customer needs. However, there are a number of challenges faced by the company in this transformation process. Some of the aspects discussed in the study include:

1. **Limited Resources:** The provision of sufficient resources, both in terms of financial and human resources, is a major challenge in transforming digital culture.
2. **Organizational Paradigm Change:** The process of digital culture transformation requires a paradigm change and organizational culture that is not always easy for all members of the company to do.
3. **Difficulties in Technology Adoption:** Not all employees have enough ability or knowledge to adopt digital technology quickly, requiring intensive training and education efforts.
4. **Data Security and Privacy:** Ensuring customer data security and privacy during the digital transformation process is an additional challenge that must be carefully addressed.

By exploring and overcoming the challenges of business practices in digital culture transformation in the era of the COVID-19 pandemic, companies can strengthen their position in an increasingly digitized and competitive market.

Conclusion

The challenges of business practices in digital culture transformation in the era of the COVID-19 pandemic cannot be underestimated, but with the right strategy and commitment, companies can face them successfully. Digital culture transformation is an important step in ensuring business sustainability and adaptability to changing market demands.

As such, companies need to prioritize digital culture

transformation as an integral part of their business strategy, and continue to innovate in the face of evolving challenges in this digital era and pandemic.

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