

## THE ORGANIZATIONAL IDENTITY IN THE DIGITAL AGE: A BIBLIOMETRIC ANALYSIS

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### ABSTRACT

*This paper explores the evolution and adaptation of organizational identity within the technological landscape from 2014 to 2024, utilizing bibliometric analysis through VOSviewer to provide insights into key developments and trends. The study examines the fundamental elements of organizational identity and its critical role in ensuring long-term organizational success in the digital era. Focusing on the impact of digital transformation, the paper analyzes how digitalization shapes the establishment and communication of organizational identity. Additionally, it identifies the major challenges and opportunities organizations face in an ever-evolving digital environment, highlighting the interconnectedness between corporate culture and organizational identity. The primary contributions of this study lie in demonstrating the relationship between digital transformation and the adaptation of organizational identity, offering a valuable framework for future research and organizational strategies to navigate the challenges of the digital age.*

**KEYWORDS:** *digital age, new technologies, online marketing, organizational management, virtual branding.*

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### 1. INTRODUCTION

The concept of organizational identity encompasses the fundamental essence and personality of an organization, which is evident through its culture, purpose, and mission. According to Marconi (2007), the image of an organization is essentially the representation that most people hold about it. The organizational mission, on the other hand, signifies the long-term strategic plans devised by top management. Furthermore, an organization's values are reflected in the core beliefs that underpin its objectives. In this context, corporate culture emerges as the most critical element of organizational identity, as per the perspective of the author.

Geert Hofstede's view portrays corporate culture as a collective mental programming that influences the acceptance of norms within a group (Hofstede, 1991). Examination of organizational corporate culture necessitates a detailed analysis, considering it comprises principles, unwritten laws, and deep-seated habits accepted by members over time. Certain elements of corporate culture are externally visible, such as slogans, logos, building design, and uniforms, while others are known exclusively to internal members, for example, workplace language, practices related to the onboarding and retirement of employees, and socialization among staff (Hofstede et al., 2010).

Organizational identity not only differentiates a company from others but also functions as a holistic system that defines its unique character. A clearly defined organizational identity can foster strong external and internal relationships, playing a decisive role in long-term success.

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The onset of the digital age refers to the era characterized by the omnipresence of computers, mobile devices, and the internet, significantly influencing people's lifestyles and work patterns. This era has brought about substantial changes in how companies collaborate and pursue their objectives. The proliferation of information technology and communication has propelled humanity into a new age - the digital age - abolishing limitations imposed by space and time.

Maintaining a stable organizational identity in the digital age presents a formidable challenge. It necessitates the establishment of habits that ensure a coherent and transparent organizational culture and objectives. For instance, the adoption of a simplified virtual brand with a minimalist logo has become prevalent. This reflects a shift in the design of logos used by major companies towards simplicity, maintaining consistent color schemes, and conveying concise, memorable messages that evoke varied sentiments about the company.

Furthermore, the digital age has witnessed considerable advancements in organizational management. Companies have embraced new digital technologies to automate repetitive tasks, enhance efficiency, and respond swiftly to market changes, thereby improving internal operations and customer interactions. Notably, the advertising domain has seen significant transformations, with companies creating websites that serve as their digital business cards. Social media has propelled companies into direct interaction with customers, offering quick and cost-effective means of engaging with millions of viewers through partnerships with virtual world influencers.

In this digital landscape, digital marketing has emerged as an essential tool for promoting and bolstering a company's online brand presence. Through digital marketing, companies can effectively communicate their message to target customers via platforms including websites, social networks, and email. Such efforts are indispensable for strengthening the brand and establishing a robust online presence.

In the context of the digital transformation between 2014 and 2024, organizational identity has become a major focus in academic literature, significantly influenced by emerging technologies and market shifts. This research employs bibliometric analysis to identify key trends and major contributions in the literature concerning the evolution and adaptation of organizational identity in the digital era. The central research question is: *What are the major trends and significant contributions in the literature on the evolution and adaptation of organizational identity in the digital era, based on a bibliometric analysis of studies from 2014 to 2024?*

## **2. REVIEW OF SPECIALIZED LITERATURE**

The concept of organizational identity is of paramount importance in understanding how a company is perceived internally by its employees and externally by its customers, partners, and other stakeholders. This encompasses the mission, values, culture, and image of the company. Organizational identity is not a static element but rather something that evolves over time and is influenced by internal and external factors.

Albert & Whetten (1985) defined organizational identity as the enduring central characteristics that distinguish a company. This definition laid the foundation for the subsequent development of organizational identity theory. They emphasized the significance of internal aspects of the company, such as corporate culture and administrative structures. Schein (1992) described corporate culture as a set of values, norms, and shared beliefs that guide employee behavior. Corporate culture plays a pivotal role in shaping organizational identity as it influences how employees perceive and interpret the company's mission and values.

Dutton & Dukerich (1991) analyzed the relationship between identity and company image, highlighting that image refers to the external perception of a company by customers, investors, and the public. A positive image reinforces a company's organizational identity and contributes to its long-term success. (Hatch & Schultz, 2000) underscored the importance of communication in

developing and maintaining organizational identity. They proposed a "dynamic of identity" model that emphasizes the interaction between corporate culture, image, and communication. Effective communication helps balance internal and external perspectives and strengthens organizational identity.

Processes such as mergers, internal restructuring, and changes in management can significantly impact organizational identity (Schultz et al., 2000). Major challenges can initiate a redefinition of organizational identity, necessitating a continuous adaptation of the company. A bibliometric analysis indicates that digital transformation trends are highly relevant for understanding how digital technologies reshape organizational identity, particularly by mapping key research streams such as organizational impacts and business model innovation (Chawla & Goyal, 2022). Studies highlight that social media has a significant influence on shaping organizational identity, showing how digital platforms drive identity construction within organizations (Czakoń et al., 2023). Moreover, bibliometric analysis methodologies offer a structured approach to examining the influence of digital transformation on organizational identity, providing clear guidelines for such research (Donthu et al., 2021).

In the context of globalization, companies must navigate the delicate balance between maintaining a consistent identity and adapting to diverse local cultures. This may result in a hybrid organizational identity that incorporates global and local elements to meet the needs of various stakeholders. Furthermore, technological advancements and digitalization have transformed how companies communicate and manage their identity. For instance, social media platforms enable more direct interaction with customers and stakeholders, influencing perceptions and expectations regarding a company's identity.

The literature on organizational identity emphasizes the complexity and dynamism of this concept. A solid understanding and effective management of organizational identity are imperative for a company's long-term success. Future studies should delve into the impact of new technologies and how companies can navigate identity challenges in an increasingly complex global environment. Digital transformation significantly reshapes organizational identity, particularly in small- and medium-sized enterprises, by altering strategic decision processes and organizational structures (Graf et al., 2023). Ethical leadership also plays a pivotal role in shaping organizational identity within digital startups, promoting employee engagement and innovative behaviors through digital platforms (Akhmadi et al., 2023). Additionally, digital platforms like social media contribute to identity construction in modern organizations, further emphasizing the role of digitalization in evolving corporate identity (Czakoń et al., 2023).

### **3. RESEARCH METHODOLOGY**

The research methodology employed in this paper focuses on identifying the influence of the digital age on organizational identity. Scientometrics serves as a means to measure scientific research activity, while bibliometrics, a branch of scientometrics, primarily emphasizes the quantitative analysis of scientific papers for statistical purposes (Gauthier, 1998). Utilizing bibliometrics involves creating an inventory of editorial activities at a national or institutional level, facilitating comparative analysis of academic domain productivity. This approach is instrumental in evaluating the performance of research centers and complements standard evaluation procedures. Additionally, bibliographic data provides valuable references for scientific and technical concerns. Longitudinal studies of academic interests can aid in identifying areas of research development or decline. Moreover, scientometric indices play a crucial role in analyzing scientific research (Volovici & Repanovici, 2015).

The analysis conducted in this paper, which focuses on the quantitative analysis of scientific research with regard to organizational identity in the digital age, utilized the VOSviewer software

(version 1.16.20), developed by Nees Jan van Eck and Ludo Waltman at Leiden University's Center for Science and Technology Studies. VOSviewer is commonly employed in the analysis of scientific literature to visualize relationships between scientific papers, keywords, authors, and other entities, effectively facilitating the analysis of big data. The software enables the creation of graphical maps representing the links between frequently occurring words in documents filtered from the Web of Science platform. These maps are generated from articles, publications, books, or citations related to scientific documents within the Web of Science database, following the download of a file in ".ris" format from the platform. The interrogation of the Web of Science database conducted on June 9, 2024, with the criteria "marketing online" and "branding" yielded 5,054 documents from the period 1995-2024. Further filtering for the period 2014-2024 resulted in a final count of 4,392 documents, constituting 86.9% of the total documents. The distribution of the 4,392 documents was as follows: Business - 2,021, Management - 787, Hospitality Leisure Sport Tourism - 328, Communication - 264, Computer Science Information Systems - 254, Economics - 210, Environmental Sciences - 149, Green Sustainable Science Technology - 147, Environmental Studies - 145, Information Science Library Science - 128, with the remaining 1,093 documents categorized under other headings. The first 10 categories with over 100 documents were selected for further analysis.

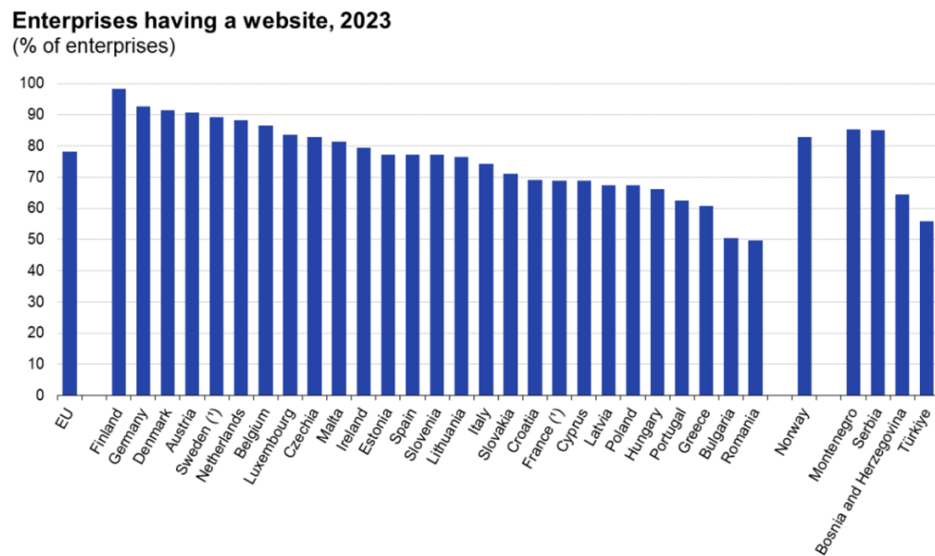
The research methodology is designed to test several hypotheses, such as whether the use of technologies enhances the visibility of identity, the existence of a relationship between a positive online brand image and its online presence, and whether digital transparency fosters customer loyalty. To identify the evolution of organizational identity in the digital era, a study of the links between digital marketing, branding, and organizational identity was conducted.

The results will be compared with the hypotheses to validate their findings, and the implications will be discussed in the context of organizational management.

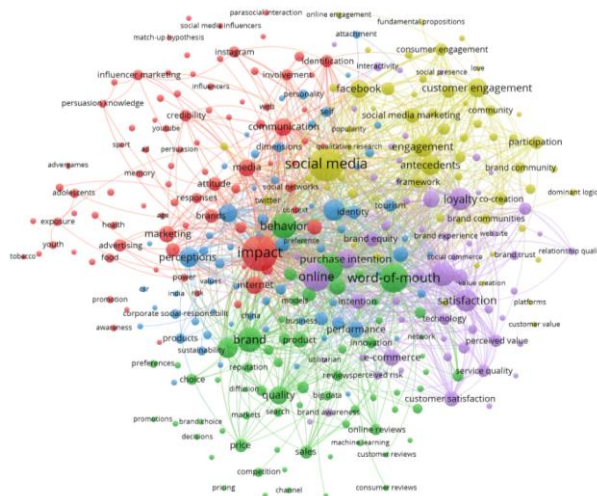
#### **4. RESULTS AND DISCUSSIONS**

Branding is the process of creating and managing a distinct identity for a product, service, or organization. This includes aspects such as the name, logo, design, slogan, and the tone of communication, which are used to convey the promise of value of the brand to the public. Organizational identity refers to the way an organization is perceived internally and externally, including its values, culture, mission, and vision. Organizational identity and branding are strongly linked, as branding helps to define and express the organizational identity in a visual and communicative way, influencing the way the company is seen by the public. Digital marketing can also play an important role in the consolidation and promotion of organizational identity.

Through digital channels, companies can communicate their values, mission, and culture, consolidating the organizational identity and building strong relationships with the target customers. For example, a company can use blogs, videos, and posts on social media to share stories about employees or social cases, contributing to the portrayal and consolidation of organizational identity. It is vital for businesses to establish a strong online presence. Consequently, corporate websites now offer a wide array of functions, such as online purchases, product catalogs, tracking orders, personalized products, and links to social media. It is worth noting that maintaining a website requires a more active role than simply being connected to the internet. In 2023, 78.1% of companies reported having a website, as shown in figure 1. Over 90% of companies in Finland, Germany, Denmark, and Austria indicated having a website, while the percentage was less than 60% in Bulgaria and Romania.

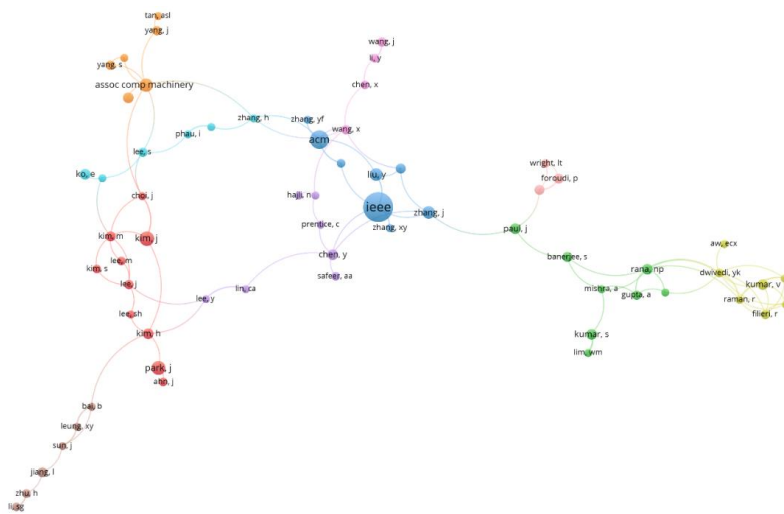


**Figure 1. Companies with a website in Europe**  
 Source: Eurostat



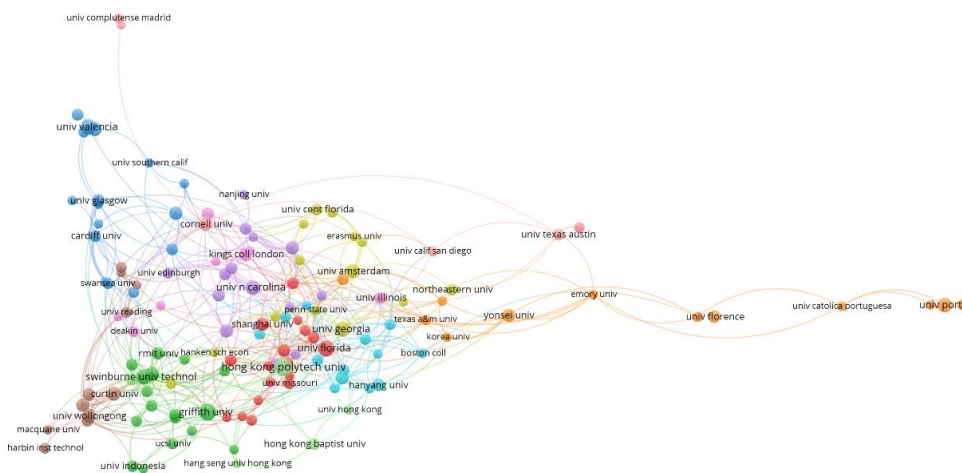
**Figure 2. The frequency of key words**  
 Source: Conceptualization by VOSviewer

The VosViewer map highlights the frequency of keywords used by authors. From analyzing it, we can see that the most used keywords are "brand," "marketing," "impact," and "word of mouth." These keywords were the most frequently used by the authors of the articles included in the final sample, emphasizing the importance of using keywords in the interpretation process. The minimum occurrence of a word was 20. Out of a total of 13,802 words, only 335 met these criteria, representing 2.42% of the total.



**Figure 3. The network of co-citation by authors**  
 Source: Conceptualization by VOSviewer

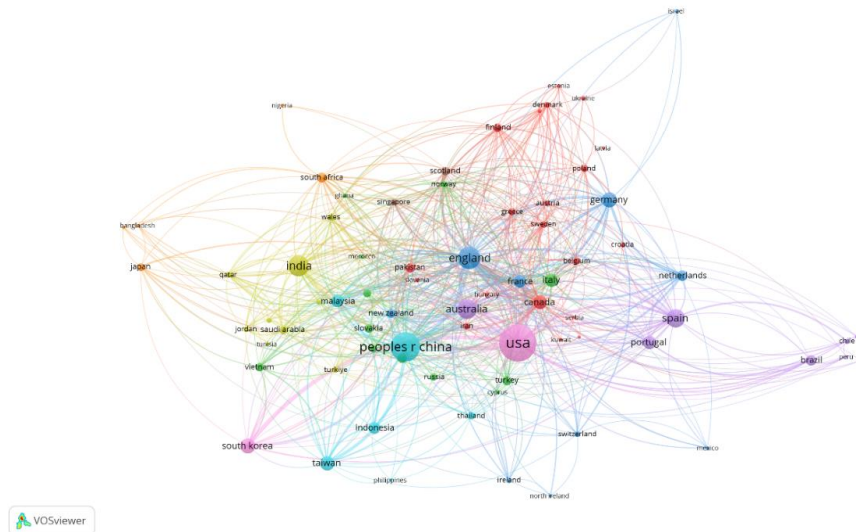
The influence of authors is gauged by the quantity of citations their work receives. In VOSviewer, the author map provides a visual representation of the connections between authors based on the citations of their publications. Leading the list are IEEE, ACM, and Kim J., with the highest numbers of citations. The maximum number of authors on a document was 25. Out of a total of 10,437 authors, only 133 met the criteria, each with a minimum of 5 citations, representing 1.27% of the total.



**Figure 4. Links between organizations**  
 Source: Conceptualization by VOSviewer

The map illustrates the connectivity and significant influence of universities such as the University of North Carolina, Hong Kong Polytechnic University, University of Florida, and University of Georgia. These institutions are central to academic networks and have established numerous cooperative relationships. The color-coded clusters on the map represent collaborations in regional research and interdisciplinary cooperation. Universities like Complutense University of Madrid and

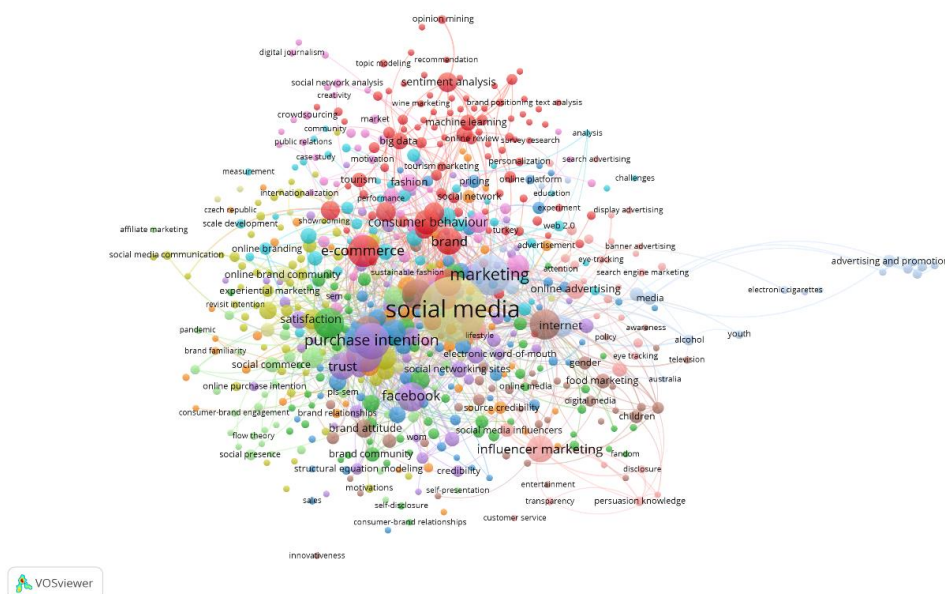
University of Texas at Austin are located on the periphery of the network, indicating fewer collaborations, possibly due to niche specializations or limited integration into global networks. Out of a total of 3,748 organizations with a minimum of 5 occurrences, only 446 met the criteria, representing 11.89% of the total.



**Figure 5. Co-citation by countries**  
 Source: Conceptualization by VOSviewer

This map illustrates the academic cooperation network between countries. Each cluster representing a country indicates the strength of its cooperation. Countries such as the United States, China, the United Kingdom, and Germany hold a central position, as evidenced by the numerous links, pointing to frequent collaborations with other nations.

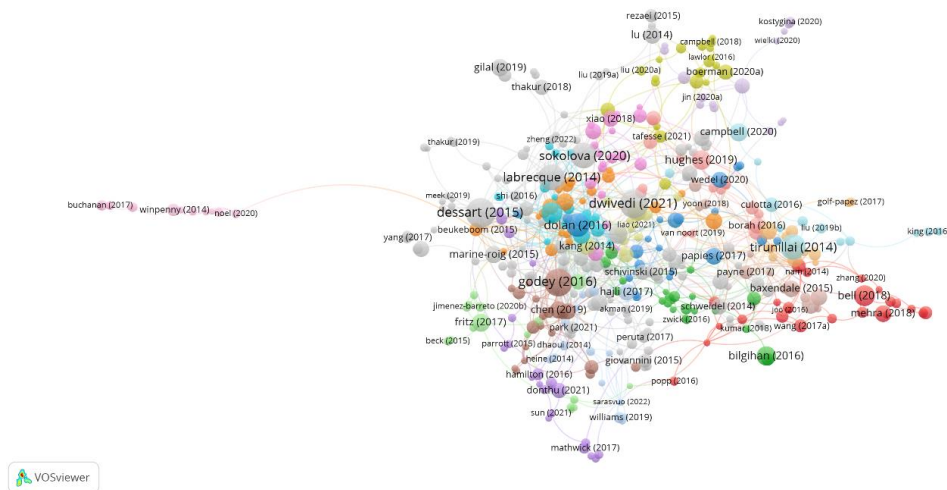
China maintains significant relationships with the United Kingdom, Germany, and Australia. On the other hand, countries like Nigeria and Bangladesh are positioned at the network's periphery, implying weaker cooperation. Out of 114 countries with at least 5 occurrences, only 74 met the criteria, representing 64.91% of the total.



**Figure 6. Co-occurrence of authors keywords**

*Source: Conceptualization by VOSviewer*

The co-occurrence map of authors' keywords highlights major subjects of research and their relations in the digital marketing literature and consumer behavior. Terms such as "social media," "purchase intention," "trust," and "influencer marketing" occupy important positions and are strongly linked with other terms, indicating that these subjects are frequently explored and interconnected. Additionally, terms like "e-commerce," "consumer behavior," and "brand" are also highlighted, demonstrating a special interest in understanding consumer behavior in the online world and the development of efficient digital marketing strategies. The map also shows interactions between connected domains such as emotional analysis, machine learning, and big data, emphasizing the role of advanced technologies in modern research. Isolated terms at the edge of the map indicate research domains or emerging domains that are beginning to attract interest from the academic community. Out of a total of 10,956 words, with a minimum of 5 occurrences, only 619 met the criteria, representing 5.94% of the total.

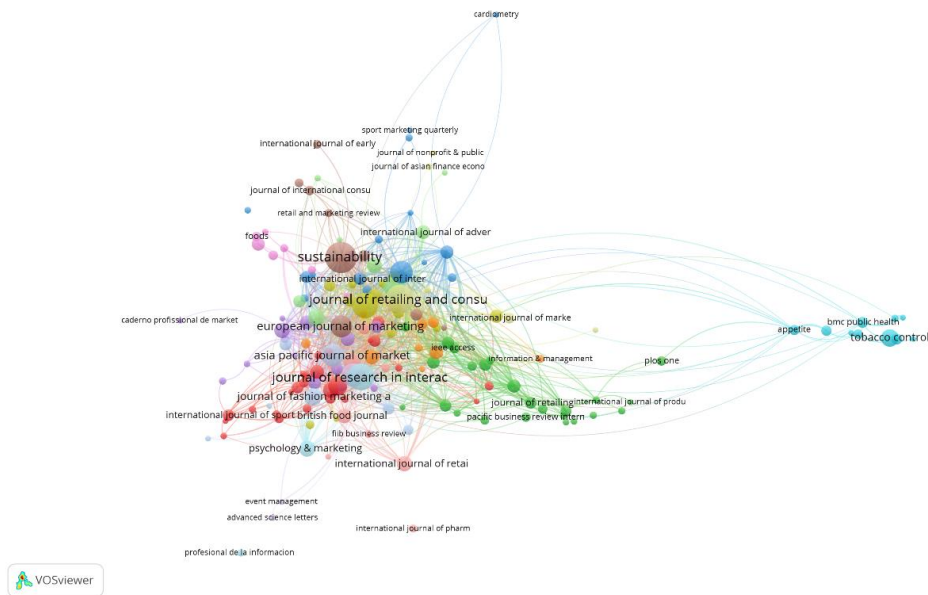


**Figure 7. Document citation**

*Source: Conceptualization by VOSviewer*

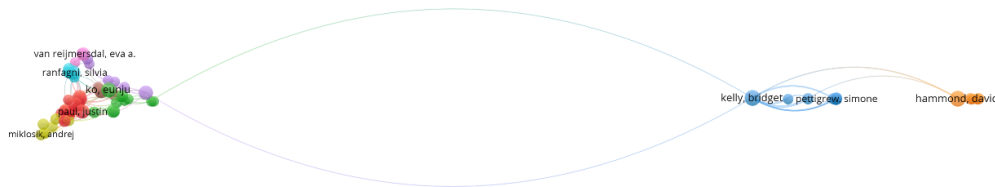
In analyzing the citation map of academic research in the field of digital marketing and consumer behavior, certain influential authors stand out. Notably, Labrecque (2014), Godey (2016), and Dwivedi (2021) appear at the center of the map, indicating their strong associations with other researchers. Evidently, their papers have had a significant impact on the research as they are cited most frequently.

Additionally, there are distinct groups of isolated authors, such as Buchanan (2017) and Winpenny (2014), hinting at more specialized or emerging research areas. Out of 4,421 documents with at least 30 occurrences, only 717 met the criteria, representing 16.21% of the total.



**Figure 8. Source citation**  
 Source: Conceptualization by VOSviewer

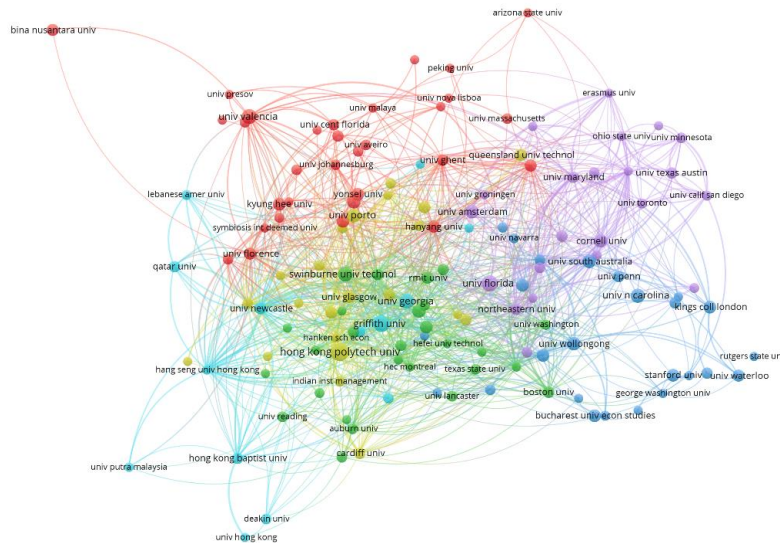
It appears that the journals "Journal of Retailing and Consumer Services," "Sustainability," and "European Journal of Marketing" are closely intertwined, as evidenced by their frequent mutual citations and central positions in the academic community. Out of a total of 1,437 sources with a minimum of 5 occurrences, only 165 sources met the specified criteria, representing 11.48% of the total.



**Figure 9. Authors citation**  
 Source: Conceptualization by VOSviewer

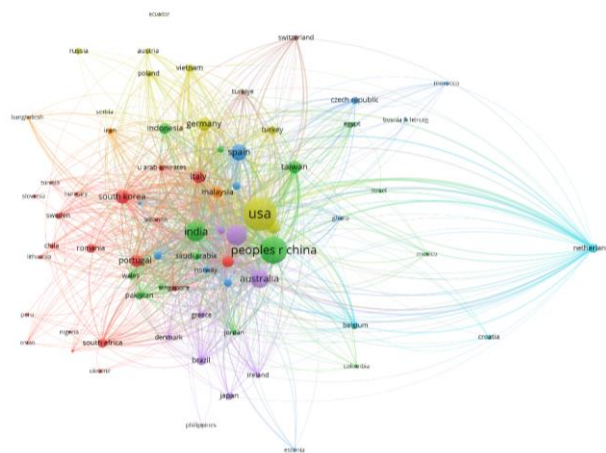
This refers to groups of researchers who are frequently cited together or work closely together. The group on the left, comprising researchers such as Eva A. van Reijmersdal, Silvia Ranfagni, Eunju Ko, and Justin Paul, is closely connected. This indicates strong collaborations or reciprocal relationships within this group. On the right, there is a smaller group including Bridget Kelly, Simone Pettigrew, and David Hammond, who closely collaborate or cite each other but are somewhat isolated from the group on the left.

The visualization reflects limited cooperation between these two groups, suggesting restricted interaction. Out of a total of 11,129 authors, with a minimum of 5 occurrences, only 73 satisfied the criteria, representing 0.65% of the total.



**Figure 10. Organizations citation**  
 Source: Conceptualization by VOSviewer

This visualization illustrates the citation networks among various academic and research institutions, highlighting distinct groups of communication and influence. The red cluster comprises institutions such as the University of Valencia, University of Presov, University of Central Florida, and University of Porto, indicating strong collaborative relations between these organizations. The blue cluster includes universities like Hong Kong Polytechnic University, Hanken School of Economics, and Griffith University, demonstrating robust citation relations. The purple cluster on the right encompasses organizations such as the University of Maryland, the University of Groningen, and the University of Amsterdam, reflecting mutual academic influence. Out of a total of 3,748 organizations with a minimum of 5 occurrences, only 446 met the criteria, representing 11.89% of the total.



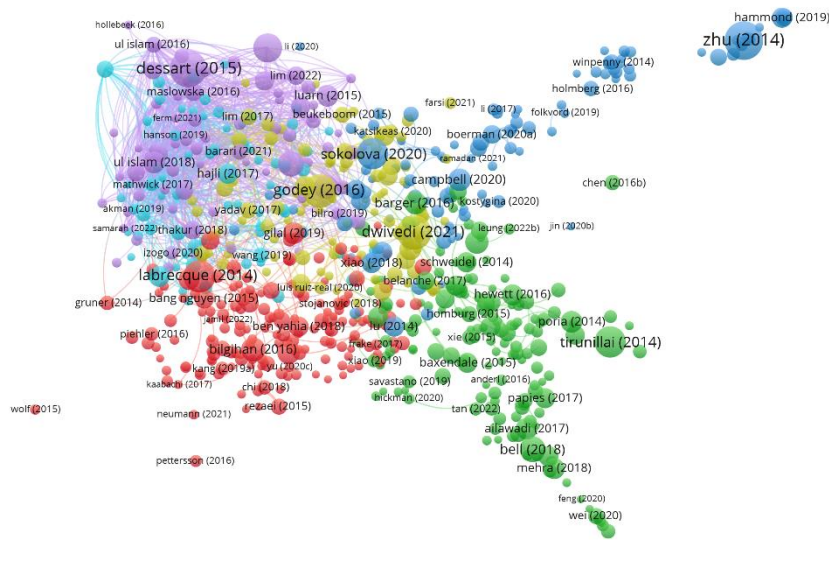
**Figure 11. Countries citation**  
 Source: Conceptualization by VOSviewer

The prominent academic hubs in countries like the United States, China, and the Netherlands demonstrate their substantial influence within the global academic community, as evidenced by the significant number of citations they receive from other countries. The United States and China,

serving as major hubs, attract a substantial number of citations from other countries, underscoring their pivotal roles in the worldwide academic networks. Similarly, the Netherlands appears to be an important hub with numerous connections, particularly within Europe.

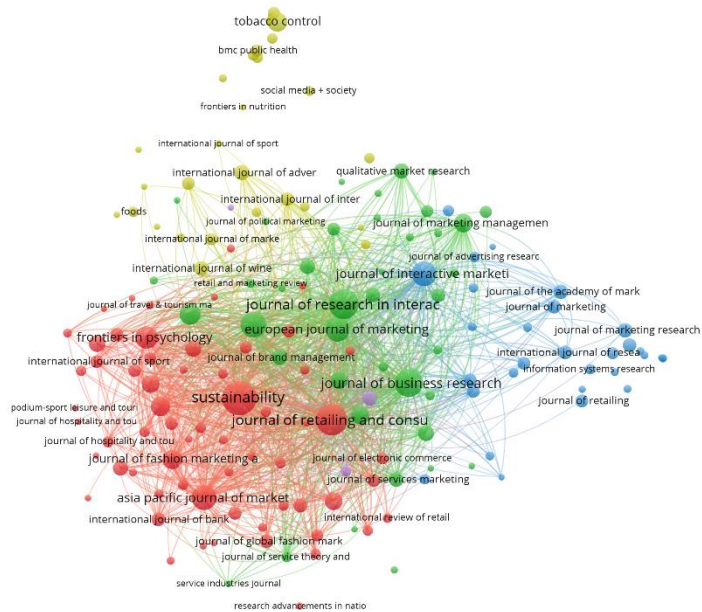
On the other hand, countries like Ecuador and Bangladesh are positioned at the periphery of the network, with limited connections and small hubs, indicating their relatively minor academic impact on a global scale.

Other notable groupings include the blue cluster, encompassing universities such as Stanford University and the University of Waterloo, and the green cluster, comprising institutions like the University of Hong Kong and Cardiff University.



**Figure 12. Bibliographic coupling between documents**  
*Source: Conceptualization by VOSviewer*

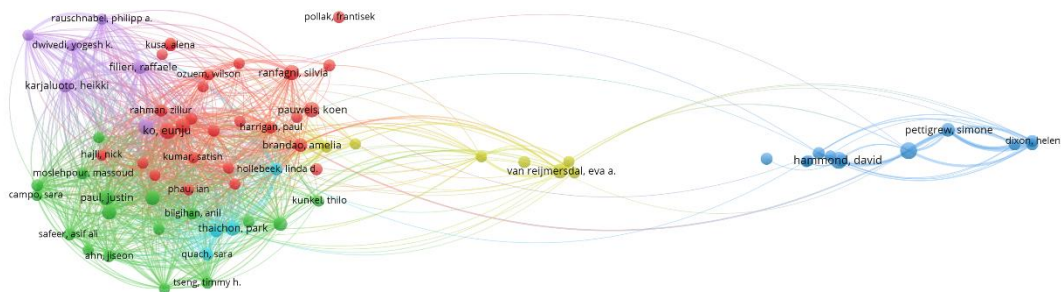
Authors such as "Dessart (2015)" and "Labrecque (2013)" occupy central positions in the network, indicating their significant influence and frequent citations within the academic community. Meanwhile, authors like "Zhu (2014)" and "Hammond (2019)" are positioned further from the center but have substantial links, signifying their importance within their respective niches. The relationships between these links denote citations in various papers. For instance, the dense interconnections between links suggest that these papers are frequently cited with one another, forming a closely-knit network of collaboration and academic influence. Additionally, groups of authors, such as Ul Islam (2018), Thakur (2018), and Mathwick (2017), illustrate an active and interconnected community.



**Figure 13. Bibliographic coupling between sources**

*Source:* Conceptualization by VOSviewer

This visualization depicts the bibliographic network of various scientific journals, showcasing their interconnectivity through mutual citations. Sustainability Magazine stands out due to its prominent position and extensive links in the network, indicating frequent citations and a significant role in the field. It is closely associated with other journals, underscoring its influence across different research domains. The green cluster encompasses journals such as the Journal of Business Research and the Journal of Retailing and Consumer Services, which collectively focus on business and consumer behavior research. The red cluster, led by Frontiers in Psychology, represents a group of highly cited journals in the psychology and behavioral sciences fields. Out of a total of 1,437 sources with a minimum of 5 occurrences, 165 sources met the specified criteria, accounting for 11.48% of the total.

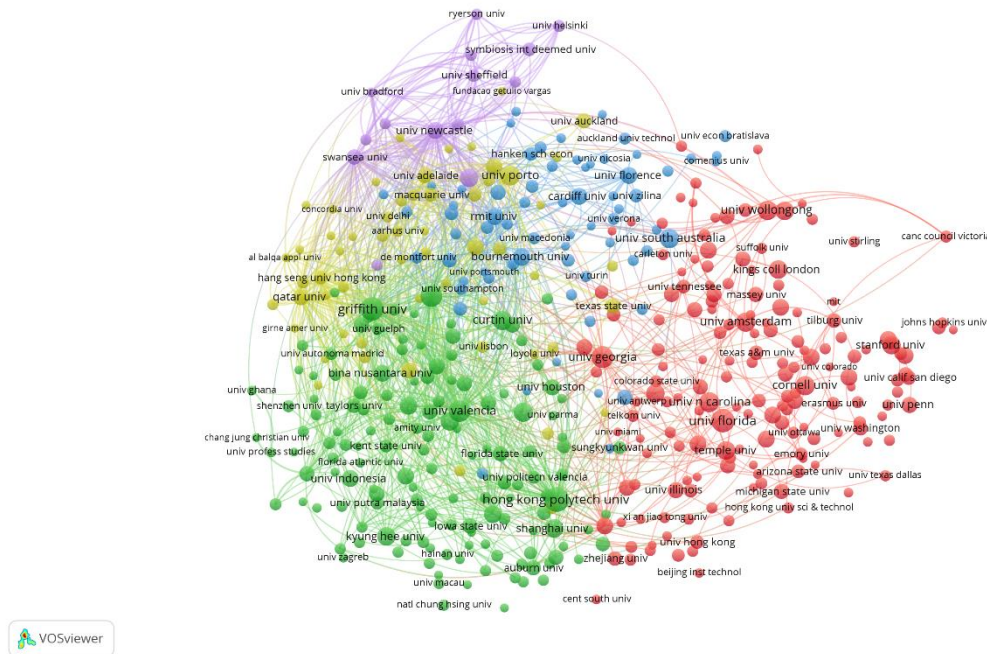


**Figure 14. Bibliographic coupling between authors**

*Source:* Conceptualization by VOSviewer

In the image, the most densely populated and widespread group is on the left side, characterized by dominant red, green, and purple colors. This suggests high activity and frequent collaboration

among these authors. Notably, authors like Ko Eunji and Kumar Satish are central figures in these networks, displaying numerous connections with other authors across different groups. Conversely, authors such as Van Reijmersdal Eva A. and Hammond David appear more isolated on the right side of the image, showing fewer connections and a focus on specific collaborations. Out of 11,139 authors, only 73 sources (representing 0.65% of the total) remained after considering those with a minimum of 5 appearances.



**Figure 15. Bibliographic coupling organizations**  
*Source: Conceptualization by VosViewer*

An organization's bibliographic network reveals the close collaboration between specific academic and research institutions and highlights active and interconnected research areas. The core of these networks consists of renowned universities such as Griffith University, Bina Nusantara University, University of Amsterdam, and Cornell University, which exert significant influence in the field of research.

Additionally, there are various sub-networks that depict specific regional or thematic collaborations, such as the collaboration between the University of Newcastle and the University of Adelaide.

Organizations from the United States, China, and England are major nodes in global academic collaborations, with numerous connections to organizations from other countries, demonstrating their significant role in research partnerships. Additionally, Germany, Canada, Australia, and France are also prominent in dense collaborative networks, indicating their substantial influence in research endeavors.

Organizations from countries such as India, Japan, and Brazil have significant connections as well, but they are less interconnected compared to the previously mentioned nations. There are also countries present in the network with fewer connections, suggesting a more limited or focused involvement in specific areas of research.

The implications and opportunities stem from the ever-evolving landscape of digital transformation, compelling organizations to initiate this transformative journey (Kraus et al., 2021). Key driving factors include market dynamics and evolving customer expectations, influenced profoundly by rapid technological advancements. Consequently, businesses are compelled to embrace digital

transformation to cater to the needs of an increasingly tech-savvy customer base, striving for seamless online experiences, personalized interactions, and swift service delivery.

Moreover, the competitive landscape has significantly intensified as the digital sphere erodes geographic boundaries, providing startups and tech-driven disruptors the opportunity to challenge established industry players. In response, companies are not only impelled to leverage digital technologies to stay competitive but also to fortify their resilience by differentiating themselves through innovative value propositions and gaining a competitive advantage in a perpetually evolving environment (Attaran, 2020).

Furthermore, technological innovation has become an unavoidable force, prompting companies to reevaluate their operating paradigms. Advanced technologies such as artificial intelligence, data analytics, cloud computing, and the Internet of Things offer companies avenues to optimize processes, extract valuable insights from data, and conceptualize new business models. These technological marvels equip businesses to navigate the digital space successfully, empowering them to thrive in an era marked by constant innovation and transformation (Omol et al., 2023). In addition, digital transformation presents opportunities for enhancing operational efficiency and agility. Companies utilize an array of tools and channels to market their products and services. This encompasses online advertising, search engine optimization (SEO), content marketing, social media marketing, and influencer marketing. These approaches enable companies to precisely target and promote their offerings, enhance online visibility, engage with customers, and drive purchasing decisions through the endorsements of influential personalities.



**Figure 17. Digital Marketing Tools and Channels**

*Source:* Own conceptualization

The literature further emphasizes the **difficulties of integrating legacy systems** with new digital technologies, complicating the digital transformation process significantly. This challenge is frequently cited as a key factor in how organizations reshape their identity in the digital age, as it requires substantial investments of time and resources to ensure a smooth transition (Zaki, 2019). These findings demonstrate a direct relationship between the success of digital transformation and an organization's ability to update and redefine its identity.

Moreover, another issue frequently raised in the literature is the **digital skills gap**, which directly affects organizational identity. Organizations face major challenges in attracting and developing the necessary talent to support digital transformation (Martínez-Morán et al., 2021). This lack of skills not only slows the transformation process but also influences how organizations perceive themselves and how they are perceived by employees and customers in the digital context.

A notable example of organizational identity transformation through digitization is **Amazon**, which has leveraged digital technologies to consolidate its identity around innovation and efficiency. Through digital transformation, Amazon has redefined its relationship with customers and built a strong identity associated with customer satisfaction and personalized service delivery. This example is frequently cited in the literature as a symbol of successful organizational adaptation in the digital era.

Thus, the bibliometric analysis confirms that the current literature underscores the interdependence between **digital transformation** and the **adaptation of organizational identity**. The studies indicate that an organization's success in the digital era is largely contingent upon its ability to adapt culturally, technologically, and in terms of skill development, all of which significantly impact organizational identity (Donthu et al., 2021).

## 5. CONCLUSIONS

Digital transformation has become an essential element in establishing and upholding organizational identity, and bibliometric analysis highlights its increasing importance in contemporary research. Through an in-depth examination of the literature spanning 2014 to 2024, key trends show how companies leverage **big data**, **AI**, and **social media** to communicate their values, mission, and culture more effectively, while adapting quickly to market changes and customer needs.

However, the bibliometric analysis also identifies **cultural resistance**, **legacy system integration**, and **skills shortages** as major challenges organizations face during digital transformation. These barriers indicate the need for a more adaptive approach to identity management, particularly in adopting digital technologies. Studies show that organizations prioritizing **transparency** and **real-time engagement** on digital platforms tend to build stronger **brand reputation** and **customer loyalty**. The analysis further highlights several **specific contributions** to the field. It demonstrates the pivotal role of **data-driven personalization** in shaping organizational identity, allowing companies to tailor their communications to meet the specific needs and preferences of their customers, thus reinforcing their identity as customer-focused and innovative. Additionally, organizations that use **AI and analytics** can adjust their identity based on real-time feedback, a shift that has become essential in the digital era.

### Contributions to the Field

This bibliometric analysis contributes significantly to the understanding of how digital transformation affects organizational identity. Through the mapping of co-citations and keyword analysis, the study reveals that **digital tools** offer organizations a unique opportunity to **continuously adapt** and **evolve** their identity. The ability to engage with customers in real-time, leverage vast amounts of data for personalization, and maintain transparent communication contributes to the **resilience** and **flexibility** of organizational identity in the digital age.

### Future Research Directions

Future research should focus on exploring how **smaller organizations** can overcome the **barriers** of cultural resistance and resource limitations in adopting digital technologies. Additionally, research could investigate the **long-term effects** of digital transformation on organizational identity, particularly how continuous digital engagement shapes customer loyalty and brand perception over time. Exploring the role of **emerging technologies** like **blockchain** and **virtual reality** in further enhancing organizational identity could provide valuable insights, especially in industries where customer trust and engagement are critical.

Addressing these gaps in future research will offer deeper insights into the strategies organizations must employ to successfully adapt their identity in a rapidly evolving digital landscape.

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