

ABSTRACT

The scientific endeavor I undertook regarding *the impact of digital transformation on organizational culture through the use of retention instruments* aimed to analyze and measure the effects of changes specific to the digital age on organizational culture, from the perspective of tools for retaining organizational human capital. In this regard, I sought to highlight the manner in which the digitization process influences organizational dynamics and managerial strategies in the field of human capital, thereby demonstrating the efficiency of the mechanisms used to retain talented employees. The overall objective of my scientific endeavor was to analyze how digital transformations affect the organizational culture by utilizing employee retention instruments.

The first chapter of the thesis was dedicated to examining the current state of knowledge. In this context, after analyzing a series of aspects specific to the conceptual and methodological approaches of digital transformation, I demonstrated how and in what ways organizational culture is being transformed in the digital era. Particular attention was given to the analysis of the notions "human resource" and "human capital", concluding that the use of the term "human capital" is much more appropriate, as it carries a more complex and realistic meaning viewing the individual as a value creator rather than merely as a resource to be exploited for achieving a certain purpose and/or goal. Indeed, as experience shows, individuals are often regarded simply as a resource (exploitable or utilizable) rather than as capital for the organization to which they belong. Finally, I highlighted how the retention of human capital contributes to organizational excellence and performance.

In the content of the second chapter of the thesis, I presented a series of general considerations regarding the impact of the digital transformation on organizational culture. I stressed the various forms of digital transformation at the organizational level, referring specifically to the digital transformation of the activities carried out by the human capital within each entity, thereby revealing the impact of digital modernization on specific internal values and practices.

The most important part of my doctoral thesis was the empirical research conducted in the third chapter to evaluate the impact of digital transformation on organizational culture. I presented the objectives, hypotheses, and methodology of the research carried out via a questionnaire administered through Google Forms, which was answered by 1,092 participants employed in organizations operating in Romania. The study was conducted between 2023 and 2025, with the respondents' opinions being primarily collected in January–February 2025. It is particularly impressive that more than one third of the respondents hold top management positions in multinational companies. One limitation of the study is that, although the analysis focused on important aspects of the subject matter, it did not investigate, for example, the direct or indirect outcomes of the behavioral attitudes of managers and employees, who, with varying degrees of subjectivity, addressed issues and topics whose conclusions may generate perceptions and appearances that are less consistent (or even inconsistent) with reality. The work process included seven stages, and the research was quantitative in nature, relying on an opinion survey based on a semi-structured questionnaire. The confidence coefficient was 95%, with a margin of error of $\pm 3.5\%$.

The main hypothesis of my scientific endeavor, which was partially validated, addressed several issues related to the fact that *digital transformation influences organizational culture, yet its positive effects cannot be solely attributed to organizations' willingness to adopt new digital technologies*.

The secondary working hypotheses were as follows:

IS₁: Digital tools for retaining human capital improve employee engagement and satisfaction, and organizations that adopt them increase their retention rates;

IS₂: Digital transformation generates changes in organizational values and work practices;

IS₃: Digital retention tools reduce organizational stress and increase productivity levels;

IS₄: Digitization facilitates a balance between professional and personal life, thereby contributing to human capital retention;

IS₅: The adoption of digital technologies influences human capital's perception of organizational leadership.

The methodology was based on econometric analysis (using IBM SPSS 20 and ANOVA) of the responses obtained from the questionnaire, which comprised 27 questions. All the hypotheses (both the main and the secondary ones) were fully or partially confirmed.

The conclusions drawn by the respondents primarily focus on enhancing the capability of entities to maintain, retain, and demonstrate care for every member of the team by developing an attractive and flexible work environment, providing opportunities for continuous professional development, recognizing (validating) and rewarding performance achievements, and promoting an organizational culture based on inclusion and diversity, improved internal communication and constructive feedback.

Finally, I note that the study conducted regarding the impact of digital transformation on organizational culture through the use of retention instruments is the first of its kind in Romania.

Keywords: *digital transformation, organizational culture, deontology, professionalism, empathy*