Research Context and Rationale

The accelerated transformations generated by emerging technologies in organizational environments are no longer mere trends but structural benchmarks of contemporary and future management. In a context where artificial intelligence, asynchronous platforms, blockchain, or RPA are no longer marginal innovations but increasingly integrated tools in managerial practice, it becomes imperative to conduct an in-depth analysis of how these technologies influence the fundamental functions of management. This is not just a technical modernization, but an epistemological reconfiguration of decision-making, hierarchical structures, communication logic, and the relationship between managers and human resources. Therefore, the choice of this research topic does not stem from speculative curiosity, but from a theoretical and practical urgency within today's organizational world.

The objective motivation behind this investigative approach lies in the visible gap between technological progress and the actual managerial adaptation to these transformations. Although specialized literature increasingly addresses topics such as digital leadership, decision automation, or agile management, there are relatively few studies that directly correlate the impact of new technologies with the effective transformation of traditional managerial functions. This theoretical gap becomes even more pronounced when trying to understand these processes through qualitative and exploratory lenses—that is, through the perceptions, behaviors, and concrete decisions of managers. Thus, the present research seeks to make a dual contribution: on the one hand, by documenting how AI, RPA, blockchain, or collaborative platforms transform decision-making, communication, organizational structuring, and HR functions; and on the other hand, by proposing integrated analytical models (cause-effect analysis, risk matrix, scenario analysis) capable of anticipating future directions of managerial evolution in a digital context.

The epistemological positioning of this study lies within the interpretive paradigm, with pragmatic accents. In a field often dominated by positivist approaches (focused on metrics, KPIs, and standardized quantitative data), this research considers it essential to complement them with a qualitative investigation that captures the experiences, challenges, and strategies of managers facing digital transformation. The choice of a mixed-methodological approach—primarily qualitative, with exploratory quantitative components—allows for triangulation of results and the construction of a nuanced view of the analyzed organizational realities. Instead of a deterministic model, the research proposes a contextual logic in which technology is not seen as a unidirectional force of change, but as an environment where multiple cultural, strategic, and behavioral variables interact.

Research Objectives and Hypotheses

This thesis falls within the domain of applied and exploratory research, aiming both to develop a deep understanding of the digital transformation process of managerial functions and to identify emerging models of organizational adaptation. Methodologically, the research adopts a mixed approach, emphasizing interpretive qualitative investigation supported by quantitative techniques and systemic exploration.

The research focuses on four core managerial functions—decision-making, communication, organizational structure, and human resource management—analyzed from the perspective of the impact of emerging technologies (artificial intelligence, blockchain, asynchronous platforms, RPA).

The interest lies not only in the level of adoption but more importantly in how these technologies transform current practices, leadership styles, and the internal logic of decisions in different organizational contexts.

The central research instrument is the guided interview with managers, chosen for its capacity to capture the subjective dimension of perception and experience in relation to technology. This tool is complemented by a focus group and a quantitative analysis of responses (section 4.3) to achieve methodological triangulation and ensure result robustness.

Subsequently, the collected data are interpreted using a suite of applied qualitative analyses: cause-effect analysis (4.4), risk matrix (4.5), and scenario analysis of the evolution of managerial functions (4.6). This integrated approach enables not only the description of the current state but also the anticipation of possible transformation trajectories.

Therefore, the research aims not only at a contextual description but at an explanatory and prospective endeavor, oriented toward generating conclusions useful for revising managerial paradigms in the context of accelerated digitalization.

The core research question that guided this doctoral thesis is: *How do emerging technologies influence the transformation of managerial functions in modern organizations, and what are the associated risks, barriers, and opportunities of this process?*

The general research objective is:

To analyze the influence of emerging technologies on key managerial functions (planning, organizing, decision-making, communication, human resources) in order to understand how these modify managerial practice and contribute to organizational adaptability.

Specific objectives of the thesis are:

1. To identify managers' perceptions regarding the use of emerging technologies in decision-making and communication processes.
2. To investigate the relationship between managerial function digitalization and organizational capacity to respond effectively to crisis situations.
3. To analyze how asynchronous communication platforms influence team cohesion and internal conflict.
4. To assess the impact of technological innovation investments on the adoption of digital HR functions.
5. To compare the perceptions of managers from creative versus regulated industries regarding the use of blockchain in decision-making.
6. To explore the relationship between organizational transparency and the use of emerging technologies.
7. To determine the extent to which digital literacy among managers influences the success of organizational transformation.

Research hypotheses proposed:

- **H1.** The level of digitalization of decision-making processes is positively correlated with the organization's ability to respond rapidly to crisis situations.
- **H2.** The use of asynchronous communication platforms contributes to reduced organizational conflict and increased cohesion in hybrid teams.
- **H3.** Organizations that allocate more than 5% of their operational budget to technological innovation are more likely to adopt AI solutions in HR processes.
- **H4.** Managers from creative industries show a more favorable attitude toward the use of blockchain in decision-making compared to those from regulated industries.
- **H5.** There is a positive relationship between the level of transparency in organizational processes and the degree of use of emerging technologies.
- **H6.** The introduction of RPA into routine managerial activities is associated with increased professional satisfaction among managers.
- **H7.** The level of digital literacy among managers positively influences the success of organizational transformation.

Scientific Research Methodology

Qualitative research sample: guided interviews and focus groups. To accurately address the research question and test the previously formulated hypotheses, this study employed a qualitative approach based on two complementary tools: the in-depth guided interview and the semi-structured

focus group. Both methods allow for the direct capture of perceptions, experiences, and arguments expressed by professionals actively involved in digitalization and organizational management. The research was conducted in Bucharest between 2024 and 2025, as part of a systematic endeavor to explore how emerging technologies influence the transformation of managerial functions.

A. Guided Interviews. A total of 20 individual interviews were conducted, each lasting an average of 40–60 minutes. Participants were selected based on professional relevance—holding managerial positions in organizations operating in highly digitalized industries or undergoing active technological transitions. To ensure confidentiality in compliance with GDPR regulations, personal data, company names, and participant identities were not disclosed. Only job titles were recorded, which included:

- 4 × Chief Digital Officer
- 3 × Digital Transformation Manager
- 3 × Human Resources Manager (in organizations implementing HR tech)
- 2 × Innovation Manager
- 2 × Chief Technology Officer
- 2 × Senior Consultant in Organizational Digitalization
- 2 × Director of Digital Communication
- 1 × Product Owner – Emerging Technologies
- 1 × IT Project Manager in the Public Sector

The sample was sectorally diverse (technology, digital education, retail, banking, public administration, creative industries) to allow for cross-sectoral comparison of experiences and implementation strategies.

The interview guide was identical to that used in the focus groups, enabling alignment and comparability of results between methods. The questions addressed topics such as: perception of emerging technologies, level of internal digitalization, challenges in using AI and RPA, transformation of communication in hybrid teams, restructuring of hierarchies, and impact on organizational culture.

The interviews were fully transcribed and analyzed through thematic coding, using a predefined framework derived from the research objectives. This allowed for the identification of recurring patterns, divergences, and nuanced perceptions across functions and industries.

B. Focus Groups. In addition to the individual interviews, four focus groups were conducted, each consisting of 20 participants, totaling 80 respondents. These focus groups followed a semi-structured

format and were moderated by the researcher in accordance with ethical and confidentiality standards.

Participants came from diverse managerial backgrounds but shared a common trait: familiarity with organizational digitalization processes and direct exposure to changes brought about by emerging technologies in their professional practice.

The composition of the focus groups was balanced and included:

- Middle & senior managers from medium and large companies;
- IT project and technology implementation leads;
- HR managers responsible for digital upskilling;
- Agile team leaders;
- Representatives from the creative industry and digitalized public sector.

Each focus group followed the same set of questions as the individual interviews. This methodological choice ensured analytical coherence and allowed the integration of data from both sources into a unified narrative. During the sessions, participants collectively reflected on the discussed topics, generating not only individual opinions but also group validation and contrast.

The discussions were documented, and the subsequent analysis was also based on thematic coding, focusing on identifying consensus and points of tension.

Methodological Justification. The choice of combining interviews and focus groups is justified by the need to capture both the depth of individual experiences and the social dynamics of collective perception. Interviews provide space for reflection and nuance, while focus groups reveal how emerging technologies are discussed, accepted, or challenged in managerial settings.

This methodological strategy triangulates perspectives and allows for flexible hypothesis testing suited to the complex and evolving organizational context.

Through the selection of roles and sectors represented, the sample reflects the managerial diversity of Bucharest as Romania's economic and digital hub. At the same time, restricted access to identifying data ensures compliance with data protection regulations (GDPR) and encourages the honest expression of opinions.

Interview Guide and Hypothesis Testing

Each interview question was designed to confirm or refute one of the research hypotheses:

- **Question 1 (H1):** How would you assess your organization's ability to respond quickly in crisis situations? To what extent is this ability influenced by the level of digitalization in decision-making processes?

- **Question 2 (H2):** Does your organization use asynchronous digital communication platforms (e.g., Teams, Slack, Notion)? What impact do these tools have on team cohesion and internal conflict?
- **Question 3 (H3):** What approximate percentage of your operational budget is allocated annually to innovation and digitalization? Do you believe this investment has facilitated the implementation of AI-based solutions in HR (e.g., recruitment, evaluation, training)?
- **Question 4 (H4):** From your perspective, how do managers in your sector perceive the use of blockchain in decision-making? Is it a well-received tool or met with skepticism?
- **Question 5 (H5):** How important is transparency in internal processes for your organization? In what ways does technology contribute (or not) to enhancing that transparency?
- **Question 6 (H6):** Does your organization use automation technologies (e.g., RPA) in repetitive managerial tasks? If so, how does this influence managers' perception of their own work?
- **Question 7 (H7):** How relevant do you consider digital literacy among managers in the implementation of new technologies? Have you encountered situations where the success of digitalization was influenced by such competencies?

Following the collection of 100 unified responses—20 from individual interviews and 80 from four focus groups—the research sets the stage for conducting an exploratory quantitative analysis using the same seven consistently applied questions. The uniform structure of responses allows for data aggregation, coding, and quantification based on relevant variables (managerial role, sector, level of digitalization, etc.), facilitating statistical testing of the seven hypotheses.

This phase will contribute to validating the assumed relationships between technology and managerial transformations, allowing for correlations, classifications, and partial inferences despite the moderate sample size. In this way, the initial qualitative results will be strengthened through a systematized quantitative interpretation, generating an integrated view of the phenomenon under study.

Important Notes on Score Distribution, Aggregation, and Rounding. Rounding scores during the aggregation of data collected from the 80 focus group participants and the 20 guided interview respondents was a strategic methodological decision aimed at ensuring consistency, readability, and interpretability of the research results.

In a mixed-method research design that includes both qualitative and quantitative components, extreme numerical precision can create an artificial appearance of objectivity, while rounded values

more realistically reflect the degree of consensus or average perception of responses—especially since many responses were reached through group consensus within sets of 20 participants.

In the case of focus groups, responses were often expressed in nuanced terms and later quantified on a rating scale (e.g., 1–5). When the average scores resulted in multiple decimal values (e.g., 3.71 or 4.28), rounding to the nearest whole number or one decimal place allowed for the extraction of central tendencies without overemphasizing marginal differences. This approach aligns with best practices in qualitative research assisted by quantitative tools, where the emphasis is on interpreting overall significance rather than fine mathematical variations that are often irrelevant in organizational contexts.

Moreover, rounding facilitated comparability between the four categories of focus groups (private, public/NGO, creative industries, and middle management). By standardizing scores in tables and graphs, perceptions could be more clearly distributed, and useful aggregations were enabled in the quantitative analysis (section 4.3.5), without distorting the meaning of the data. The same approach was applied to guided interviews, where individual scores were aggregated into thematic averages and rounding served as a consistent interpretative filter. Rounding was used solely as a tool for visual clarity, applied selectively—only when it enhanced the readability of the results.

From a communication perspective, the use of rounded scores contributed to the visual clarity of the findings, which is essential for conveying conclusions to decision-makers or non-academic audiences. Thus, the decision to round—where data permitted—was not an arbitrary simplification but a conscious, methodologically justified choice that supports both the internal validity and external accessibility of the research.

Summary of Chapters and Research Conclusions

The thesis is structured into five chapters, each reflecting a logical stage in the theoretical and applied construction of the research:

Chapter 1 – The General Context of Technological Transformation in Organizations. This chapter provides the necessary introductory framework for understanding the major shifts affecting organizational environments. It analyzes the evolution of emerging technologies and their impact on management models, contrasting traditional and digital paradigms. It argues for the role of technological innovation not merely as a tool but as a strategic vector for adaptation and organizational reconstruction. This conceptual foundation sets the stage for the subsequent analysis of managerial functions.

Chapter 2 – Emerging Technologies with Managerial Influence. This chapter focuses on the technical and functional description of the main technologies studied in the research: artificial intelligence, blockchain, and Big Data. Each technology is addressed in a dedicated section, highlighting both its potential benefits and associated risks or limitations. The chapter explores how these tools alter decision-making processes, control mechanisms, transparency, and organizational responsiveness in complex environments. It serves as a technological foundation, bridging theoretical insights and managerial realities.

Chapter 3 – The Transformation of Managerial Functions through Technology. This chapter examines how the four essential managerial functions—decision-making, communication, organizational structure, and human resources management—are being reshaped through the integration of emerging technologies. The section on decision-making analyzes the transition from intuitive models to algorithmic, data-driven decisions. The communication subchapter examines the impact of digital platforms on internal cohesion, asynchronous collaboration, and transparency. Structural and HR-related changes include flattened hierarchies, automation of recurring tasks, and the emergence of autonomous teams. The chapter builds an analytical map of how technology influences core management practices from within the organization.

Chapter 4 – Applied Research on the Influence of Emerging Technologies on Managerial Functions. This chapter represents the empirical core of the thesis. It begins by presenting the adopted methodology (section 4.1), outlining objectives, hypotheses, research methods, and sample composition. The main tools are guided interviews and focus groups, applied to a qualitative sample of managers from diverse sectors. Section 4.2 analyzes individual interview responses, focusing on managerial perceptions of digital transformation. Section 4.3 presents focus groups organized by category (private sector, public/NGO, creative industries, and middle management), followed by a quantitative analysis of aggregated responses. Section 4.4 includes a cause-effect analysis, identifying key barriers and enabling factors in digital transformation. The risk matrix (4.5) evaluates organizational vulnerabilities based on probability and impact, while the scenario analysis (4.6) proposes three possible future trajectories—positive, moderate, and negative—each with its own set of critical variables. This integrated approach allows for a robust mapping of digital organizational realities and trends.

Chapter 5 – Managerial Implications, Emerging Trends, and Evaluation of Results. The final chapter offers a reflective synthesis of the collected and analyzed data. Section 5.1 discusses the managerial and strategic implications of digital transformation, providing lessons learned and practical recommendations for organizations aiming to accelerate their adaptation. Section 5.2

presents the emerging trends identified during the research, with an emphasis on new managerial competencies, digital leadership models, and the rise of a new type of organizational culture. The thesis concludes with a SWOT analysis of managerial digitalization (5.3), synthesizing strengths, weaknesses, opportunities, and threats related to the transformation of management functions.

The digital transformation of organizations can no longer be viewed as a circumstantial or optional phenomenon; rather, it constitutes a structural reality that redefines the foundations of contemporary management. This research sought to explore—through an applied and exploratory approach—the ways in which emerging technologies such as artificial intelligence, blockchain, RPA, and asynchronous platforms are reconfiguring four essential functions of organizational leadership: decision-making, communication, internal structure, and human resource management. The conclusions drawn go beyond describing the degree of technological adoption; they reveal the mechanisms through which these technologies shape behaviors, leadership styles, and cultural processes within organizations undergoing transition.

The research findings highlight that the adoption of emerging technologies leads to a profound transformation in managerial logic; however, this transformation is not uniform. Differences in perception, resource availability, and digital literacy decisively influence the effectiveness of technological integration. Managers who possess advanced digital competencies and a systemic understanding of technological impact are not merely passive users of digital solutions but active agents in their strategic design. In such cases, technology becomes a natural extension of decision-making functions, contributing to reduced uncertainty, faster reaction times, and process optimization. In contrast, in organizations where digitalization is treated as a one-off project without an integrative vision or cultural support, resistance, fragmentation, and dysfunction tend to emerge.

Another major conclusion derived from the research concerns the redefinition of organizational communication in the age of digital platforms. Asynchronous communication, supported by collaborative tools, has the potential to enhance transparency, efficiency, and team autonomy. However, implementing such platforms does not automatically generate cohesion and clarity. In the absence of clear digital norms and a culture of collaboration, these tools can exacerbate divisions-especially in hybrid environments marked by generational and cultural gaps.

The study also confirms that digitalizing organizational structure is not simply about replacing analog processes with automated equivalents. Rather, it requires a rethinking of hierarchy and the distribution of responsibility and decision-making power. In organizations adopting agile models or project-based work through autonomous teams, technology facilitates the emergence of networked, decentralized, and dynamic structures. Conversely, in environments where hierarchical control

persists, technology is often perceived as a tool for surveillance, and the transformation becomes superficial or even conflictual. It is therefore evident that digitalization cannot be effective without a parallel restructuring of the organizational model—one that must be supported by participatory, adaptive, and visionary leadership.

A critical dimension of the general conclusions concerns the relationship between technology and organizational culture. The introduction of digital tools does not automatically lead to a digital culture. Organizational culture must actively support continuous learning, open collaboration, risk-taking, and tolerance for uncertainty—all essential elements for authentic digital management. Without this cultural foundation, any digital transformation initiative remains vulnerable, and the impact of technology is confined to the operational level, failing to generate substantial, systemic change.

From a methodological standpoint, the chosen mixed-method approach allowed for a deep and nuanced understanding of the phenomenon. Interviews and focus groups provided direct access to managerial perceptions and reasoning, revealing divergences across sectors (public, private, creative), hierarchical levels, and leadership types. The integrated application of three analytical tools—cause-effect diagrams, risk matrices, and scenario analysis—offered a coherent interpretive framework, facilitating the identification of causal relationships, evaluation of vulnerabilities, and anticipation of strategic development directions.

Personal Contributions and Summary of Proposals

This thesis brings a series of relevant contributions to the field of organizational management, both from a theoretical and applied perspective, with demonstrative and interpretative value in the context of accelerated digital transition. The most significant contributions are outlined below:

1. **Conceptual Contribution – Redefining Managerial Functions in the Digital Context**
   A major contribution is the formulation of an updated conceptual framework for understanding the functions of decision-making, communication, structure, and human resources in the technological age. These functions can no longer be analyzed in isolation or in their traditional forms, but require theoretical reconstruction in relation to the impact of new technologies, which transform them logically, operationally, and symbolically. The thesis offers a coherent analytical language for this new type of managerial functionality.
2. **Methodological Contribution – Coherent Combination of Qualitative and Exploratory Quantitative Research** - By combining guided interviews and focus groups with a stage of quantitative analysis based on the same items, the research proposes a mixed and balanced

methodological design, adapted to the complexity of the subject. This combination enables triangulation of results and a deeper understanding of the relationship between technology and managerial practices.

3. **Analytical Contribution – Integrated Use of Three Interpretative Tools** - The study innovatively applies a sequence of three analytical tools—cause-effect analysis, probability-impact matrix, and strategic scenarios—that allow for understanding the present and anticipating the future evolution of managerial functions. This approach shifts the research from a descriptive to a strategic level, with potential for replication in other organizational contexts.
4. **Empirical Contribution – Documentation of a Diverse Qualitative Sample** - By carefully selecting 100 respondents (managers directly involved in digitalization processes from the private, public, creative, and operational sectors), the research ensures relevant sectoral diversity, which supports the validity of conclusions and enables the identification of transversal patterns related to perceptions, practices, and digital transformation barriers.
5. **Prospective Contribution – Formulation of Three Alternative Scenarios for the Evolution of Managerial Functions** - The positive, moderate, and negative scenarios not only classify levels of digital maturity but also offer a strategic framework for reflection and self-assessment within organizations. These scenarios are grounded in real-world managerial data and are useful for decision-makers planning technological transitions under uncertainty.
6. **Diagnostic Contribution – Identification of Major Risks in the Digital Transformation Process** - The risk matrix applied in the study identifies vulnerabilities beyond technical aspects: resistance to change, lack of digital literacy, cultural ambiguities, and communication deficiencies. Thus, the research goes beyond simplified approaches and provides a complex assessment of the conditions necessary for managerial success in the digital age.
7. **Managerial Contribution – Classification of Leadership Types in the Digitalization Process** - The thesis highlights the existence of leadership typologies that directly influence the success or failure of technology integration: proactive, reactive, and resistant leaders. This distinction allows for a more nuanced understanding of the role of human actors in the transformation process and offers a valuable tool for evaluating and developing leaders in technological contexts.

Hypotheses Analysis and Confirmation - The analysis of the seven hypotheses formulated in the initial research stage enabled not only the empirical validation of theoretical assumptions

regarding the influence of emerging technologies on managerial functions, but also their refinement according to organizational context, digital maturity, and managerial typology.

- **Hypothesis 1**, which posits that *"the level of digitalization of decision-making processes is positively correlated with the organization's ability to respond quickly in crisis situations"*, was consistently confirmed. Managers from digitally advanced organizations reported enhanced responsiveness, supported by predictive tools, BI, and fast access to relevant data—especially in the private sector.
- **Hypothesis 2**, stating that *"the use of asynchronous communication platforms reduces organizational conflict and increases cohesion in hybrid teams"*, was partially confirmed. These platforms proved beneficial in organizations with a strong digital culture, but in those with rigid leadership or ambiguous communication policies, they sometimes led to friction or perceived isolation.
- **Hypothesis 3**, suggesting that *"organizations allocating more than 5% of their operational budget to technological innovation are more likely to adopt AI solutions in HR"*, was confirmed. Managers in highly innovative sectors (IT, banking, digital retail) reported the use of AI in recruitment, onboarding, evaluation, and training. In contrast, low-budget organizations showed fragmented or symbolic digitalization in HR.
- **Hypothesis 4**, which posits that *"managers in creative industries have a more favorable attitude toward the use of blockchain in decision-making than those in regulated industries"*, was fully confirmed. Managers in media, marketing, and design expressed greater openness to blockchain for traceability, IP management, and internal validation. Public sector and banking participants voiced legal and reputational concerns.
- **Hypothesis 5**, stating that *"there is a positive correlation between organizational transparency and the use of emerging technologies"*, was confirmed, with sectoral variations. Organizations that foster transparency and participation (startups, digital NGOs, agile companies) tend to adopt technologies for internal communication, automated auditing, and real-time feedback. Technology amplifies existing values but does not compensate for cultural deficiencies.
- **Hypothesis 6**, proposing that *"the introduction of RPA in routine managerial tasks is associated with increased job satisfaction among managers"*, was partially confirmed. In sectors with coherent RPA implementation (banking back-office, telecom, e-government), managers reported reduced operational pressure and more focus on strategic tasks. Where RPA

was poorly implemented, reactions were mixed—ranging from automation fatigue to fear of replacement.

- **Hypothesis 7**, stating that *"the level of digital literacy among managers positively influences the success of organizational transformation"*, was unequivocally confirmed. Across all focus groups, digitally literate managers were seen as change facilitators who champion learning, guide adoption, and serve as innovation hubs. Where leadership lacked digital skills, transformation was delayed, incoherent, or rejected.

Thus, the hypotheses were, for the most part, confirmed in full or in part. The resulting nuances indicate that the success of digitalization depends not only on technology but more critically on the organization's ability to align infrastructure, culture, leadership, and strategy. This validation also offers a solid foundation for formulating recommendations and developing adaptable organizational models suited for the digital context.

Limitations and Future Research Directions

Any complex research that addresses ongoing phenomena—such as the transformation of managerial functions through technology—must acknowledge a series of methodological, empirical, and contextual limitations. These must be explicitly stated to correctly frame the value of the conclusions and to suggest directions for further research. This study is no exception, even though it was built on a robust methodology and benefited from triangulation of sources and instruments.

One of the most evident limitations stems from the relatively small sample size. Although the 100 qualitative respondents (through interviews and focus groups) were carefully selected and sectorally diverse, their number does not allow for statistical generalization of conclusions across the entire organizational environment in Romania. Moreover, since the sample was geographically concentrated (primarily in Bucharest), there may be some bias related to urban exposure to technology and the degree of digital maturity. Therefore, the results are especially applicable to organizations that are in an intermediate to advanced stage of digitalization.

Another important limitation is temporal in nature. The research offers a contextual snapshot of a transitional moment, without the ability to longitudinally track the effects of digitalization on managerial functions. It is highly likely that some of the conclusions will evolve over time as technologies mature and organizational behaviors adapt. In the absence of a temporal dimension, certain results must therefore be interpreted as emerging trends rather than definitive states.

From a methodological perspective, a notable limitation is that the qualitative data were obtained mainly through self-reporting, which inevitably involves a degree of subjectivity and personal positioning on the part of the managers. Although the analysis was rigorous and thematic coding aimed to mitigate these effects, it is important to note that perceptions do not always accurately reflect actual practices or measurable results. Additionally, responses may be influenced by contextual factors (e.g., organizational climate, internal policies, evaluation culture).

Another limiting factor is the absence of an international comparative dimension. While the study provides a valuable mapping of Romanian managerial realities, integrating a transnational sample would have allowed for a more complex assessment of digital maturity and of cultural differences in transformation processes. However, this limitation opens important avenues for future research.

Several relevant directions for future research can be identified. A first recommendation is to conduct longitudinal studies to observe the dynamics of technology adoption over time and how it influences managerial functions in the long term. Such studies would help distinguish between immediate and systemic effects of digitalization.

A second direction involves expanding the sample at both national and international comparative levels, with a focus on organizations in rural areas, less digitalized regions, or other European countries. This type of expansion would contribute to robust testing of the models formulated and help identify cultural or institutional factors that significantly influence the success of digital transformation.

Another potential avenue for development is the application of rigorous statistical correlations to test the hypotheses on large samples using advanced quantitative methods (e.g., regression, predictive modeling). This approach would allow for formal hypothesis verification and could lead to the development of standardized measurement tools for digital managerial maturity.

Lastly, a promising direction is to investigate the transformation of other organizational functions (e.g., finance, marketing, production) to build an integrated model of digital management. A cross-functional approach to the organization, through the lens of its technologized functions, would meaningfully complement the framework outlined in this study and contribute to the development of a fully adapted organizational theory for the digital age.