

Chapter 1

Digital Transformation in Organizations and Its Impact on Knowledge Management: A Quantitative Study

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ABSTRACT

This study aims to understand the relevance of digital transformation and its impact on organizations in Portugal. In this way, it is intended to evaluate the application of technologies, knowledge management, and incremental innovation in an organizational context. As a methodology, the authors intend to prepare a questionnaire in Google Docs, mainly using the Likert scale, which will be shared through LinkedIn. Having obtained 291 responses that will be analyzed in order to confirm or not the variables under analysis, this academic research intends to understand the explanatory factors of the impact of digital transformation and the contributions to the identification, contextualization, and importance for better knowledge management. The results proved to be relevant for the effective understanding of digital transformation in organizations in Portugal.

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INTRODUCTION

This study arose from the need to understand to what extent digital transformation provides positive differentiation in organizations, as well as to understand the impact of digital transformation on organizations in Portugal. The central objective of this work is to analyze and understand the relevance of technology, digitization of processes aligned with the sharing of communication, promote success factors for organizations.

In this sense, the following research questions arise: are Portuguese companies carrying out the digital transformation? Is there a digital culture and a commitment to the digital transition in organizations? Does digital transformation contribute to improving knowledge management? Does knowledge management support and contribute to digital transformation?

In view of this problematization, the present research aims to analyze the digital transformation in organizations and evaluate its effect on Knowledge Management practices in organizations.

In specific terms, it is intended to know the digital culture in the organization, the knowledge about the digital transformation, the commitment to the digital transition, the adoption of digital technologies, the benefits of the digital transformation and the performance in the knowledge management.

This chapter is structured with abstract, introduction, literature review, data analysis, conclusions and literature review.

LITERATURE REVIEW

We can characterize digital transformation as the incorporation of technology in line with the organizational strategy, as mentioned by Rego et al. (2021) For Von Leipzig et al. (2017) digital transformation encompasses from technology to the strategy and culture of the organization, which results in new models of strategic management, thus making the analysis of cultural, methodological and technological aspects fundamental in the study of this process. More broadly, technology is also an engine of organizational development, or as Daehn and Costa says. Pereira, (2021) a broader concept that is applied (Krimpmann, 2015; Andriole, 2020; Imran; Shahzad; Butt; Kantola, 2021). Krimpmann (2015, p. 1209) defines it as the “sum of technologies that transform previously physical processes into processes that are partially or fully activated by technology”.

The process of building a digital transformation strategy presupposes a predisposition and incentive to change, seeking to change the attitudes and behaviors of those responsible for the organization. digital transformation strategy, which can simplify the process and reduce obstacles. For this, there must be a person in charge in the company to outline this path of changes, who has previous experience as a facilitator of change and the leadership profile that the position requires (Christian & Thomas, 2015). However, for this to be a reality, it is necessary to provide a culture of change, internally promoting a set of practices, incentives and procedures that enhance this continuous improvement, involving the entire organization seeking success, as we can see in the words of Schwertner (2017). Successful organizations must leverage strategy, culture, and leadership to harness the digital transformation potential of the organization's business.

Digital transformation as an opportunity to create value and adapt to market needs and requirements, while simultaneously being the organization's ability to adapt to new times, as described by Bican & Brem (2020) [..]digital transformation is a profound change and accelerates business activities, processes,

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