

DYNAMICS OF ORGANIZATIONAL CULTURE FOR SUCCESS: PUBLIC AND PRIVATE SECTOR ADAPTATION IN THE CONTEXT OF COVID-19 AND THE DIGITAL ERA

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ABSTRACT

This systematic literature review investigates the dynamics of organizational cultures crucial for success in public and private sectors from 2016 to 2025, specifically examining transformations pre- and post-COVID-19. Drawing from a comprehensive synthesis of peer-reviewed literature, the study reveals distinct cultural priorities before the pandemic. The public sector primarily emphasized transparency, hierarchy, and public service, reflecting its mandate for fairness and regulatory adherence. In contrast, the private sector focused on innovation, customer-centricity, and collaboration to achieve competitive advantage. Post-COVID-19, a significant convergence emerged, with both sectors prioritizing rapid digital transformation and organizational agility for enhanced resilience. However, key divergences persist: the public sector continues to emphasize digital-enabled transparency and accountability to maintain public trust, whereas the private sector places a novel importance on employee well-being and psychological safety to attract and retain talent. This research highlights how external crises accelerate cultural shifts, pushing organizations toward adaptive and technology-driven paradigms while retaining their distinct core missions. The findings offer theoretical contributions by expanding existing frameworks on organizational culture and provide practical implications for leaders navigating complex, evolving environments, emphasizing strategic cultural development for sustained success.

Keywords: Organizational Culture, Organizational Success, Digital Transformation, COVID-19 Impact, Public and Private Sectors

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