



Organizational Culture And Its Role In Supporting Digital Transformation In University Institutions: An Exploratory Study Of The Opinions Of A Sample Of Teachers At Tal Afar University

Ibrahim Bahjat Ibrahim^{1*}, Amin Hussein Amin², Ammar Abdel Aziz Ahmed³

¹Department of Management Information Systems, Tal Afar University, Iraq, Ibrahim@uotelafer.edu.iq

²Department of Business Administration, Tal Afar University, Iraq, ameen@uotelafer.edu.iq

³Department of Public Administration, Tal Afar University, Iraq, ammar@uotelafer.edu.iq

Citation: Ibrahim Bahjat Ibrahim et al. (2024) Organizational Culture And Its Role In Supporting Digital Transformation In University Institutions: An Exploratory Study Of The Opinions Of A Sample Of Teachers At Tal Afar University, *Educational Administration: Theory and Practice*, 30(5), 466 - 475
DOI: 10.53555/kuey.v30i5.2872

ARTICLE INFO

ABSTRACT

The current research aims to reveal the role of organizational culture in supporting digital transformation processes in university institutions, by surveying the opinions of a sample of teachers working at Tal Afar University. To achieve its goal, the research adopted the (descriptive-analytical) approach in presenting intellectual frameworks, and in processing and analyzing data. It was then interpreted, after a random sample of (60) faculty members was selected, so that the research reached a set of conclusions, the most important of which is the presence of a statistically significant effect of organizational culture in supporting digital transformation processes in the university under investigation.

Keywords: organizational culture, digital transformation, Tal Afar University.

Introduction:

Organizational culture is usually represented by a set of values, beliefs, and behaviors that distinguish and form the identity of organizations. Organizational culture depends on a group of influential factors such as history, values, symbols, practices, and shared expectations of the organization's members, and plays an important role in determining how the organization's members interact with each other and with each other. Organizational structure, and affects their behavior and performance. Organizational culture is also reflected in common values, common behaviors, and common ways of thinking within the organization, and reflects the extent of integration and cohesion of its members and their ability to achieve the organization's goals effectively.

It is hoped that organizational culture will play a crucial role in supporting digital transformation processes in organizations. Building an organizational culture that encourages innovation and renewal, and promotes continuous learning and adaptation to technical changes, can contribute to achieving sustainable successes in the field of digital transformation.

1. Research objectives:

- Identifying the most important philosophical foundations, literary contributions, and the researchers' findings about the organizational culture variable, and its potential in supporting digital transformation processes in the university under study.
- Testing the correlation and influence relationships between organizational culture and digital transformation at the researched university.

2. Research importance:

Studies often derive their importance from the variables they deal with, to highlight the importance of current research through its intellectual discussion of very important topics, because of its major role in improving the performance of university organizations in particular, as well as bridging the relationship between academic work and the university under study, as it makes The path is clear to use research expertise to reach

real solutions to existing organizational problems, thus highlighting the importance of research through its application to one of the most important educational sectors (Tal Afar University), which is directly concerned with providing a set of educational services that students touch on a daily basis.

3. Hypotheses:

- The first hypothesis (HO:1): There is a statistically significant correlation between organizational culture and support for digital transformation processes in university institutions at a level of statistical significance ($\alpha \leq 0.05$) from the point of view of teachers at Tal Afar University.
- The second hypothesis (HO:2): There is a statistically significant effect of organizational culture in supporting digital transformation in university institutions at a level of statistical significance ($\alpha \leq 0.05$) from the point of view of teachers at Tal Afar University

4. Research Methodology:

The current research strategy was directed to the (descriptive-analytical) approach, as it gives the researcher insight that can only be obtained through scrutiny and deep analysis of the phenomena within the organization.

According to its requirements, the research data was collected and analyzed, and it appeared in the form of preliminary information, which helped to crystallize the problem and diagnose it accurately. Hypotheses were used to identify the direct causes that led to its occurrence and spread, in addition to monitoring, following up, and documenting the observation, in a quantitative and qualitative manner.

5. Research limits:

The boundaries of the current research included the colleges and departments of Tal Afar University, within the administrative boundaries of Nineveh Governorate in Iraq.

6. Research Plan:

The current research was divided into three main sections, where the first section presented the theoretical aspect explaining organizational culture, while the second section was devoted to presenting the theoretical aspect explaining the nature of digital transformation through a group of paragraphs explaining it, followed by the third and final section, which included analyzing the research data and then Reaching a set of conclusions to present a number of proposals to the university under investigation.

The first topic: organizational culture

Organizational culture is a set of common values, assumptions, and beliefs that govern the way individuals behave within companies, and strongly influence company personnel with regard to their behavior, job performance, and even the way they dress (Grover, 2022). The organization's culture develops in large part from its leadership while the culture of an organization can also affect the development of its leadership (Bass, 1994). Organizational culture is a multifaceted concept that has been defined and studied by numerous scholars.

Schein (1990) describes it as "a pattern of basic assumptions that a group has invented, discovered, or developed in learning to cope with its problems of external adaptation and internal integration." propose a competing values framework that identifies four main culture types: clan, adhocracy, hierarchy, and market. These frameworks provide foundational insights into the nature and components of organizational culture (Cameron, 2011). There are various organizational mechanisms that can affect the socialization of workers in the organization one of the most important of these organizational mechanisms that can affect the socialization of workers in the organization is "role models what new workers see on their bosses' behavior? By observing these patterns, new workers develop and draw stories that they can use to guide their actions. When a decision needs to be made, the employee may wonder, what a boss would do in such a situation (Purwanto, 2023). To whom this does not mean that formal training, the institution's publications, and the institution's data on the organization's culture are not important in the process of socialization, yet it seems that these factors support the process of socialization that depends on the careful observation of the actions of others (Hooi, 2023). The vision can emerge and move forward as the leader constructs a culture that is dedicated to supporting that vision (Widarko, 2022). The culture is the setting within which the vision takes hold. In turn, the vision may also determine the characteristics of the organization's culture. (Paais, 2020). The full realization of the values of the organization is not easy, however, it involves more than one reading of what it espouses organization, leaders should develop a deep understanding of how organizational values work in the organization, an understanding that only comes through experience (Schiuma, 2022). The concept of culture and the historical development of the concept of organizational culture will be discussed:

1. The concept of organizational culture

The table shows the Concepts of organizational culture according to writers and researchers according to chronology it they are a dynamic and influential factor in today's business landscape. These foundational works and theoretical perspectives offer a comprehensive understanding of organizational culture's various facets, dimensions, and effects. As organizations continue to evolve, adapt, and seek excellence, the study of

organizational culture remains an essential area of research and practice for leaders and scholars alike (Alvesson, 2011).

Organizational culture is a multifaceted concept that has evolved over time, with various dimensions and measurement approaches proposed by scholars. Its impact on organizational behavior and performance is well documented, emphasizing the importance of cultivating a positive and aligned culture. Future research in this field will likely continue to explore the nuances of culture in different organizational contexts and its role in addressing contemporary challenges (Ipinazar, 2021).

Organizational culture includes visible and implicit components, by dividing them into levels and explaining the overlap between them. These levels can be explained as follows:

The first level is Explicit Culture, which represents realities that can be observed such as technology, arts, organizational life symbols, and patterns of human behavior (Imran, 2022).

The second level (implicit culture) includes the values, beliefs and standards that govern human behavior (Glusker, 2022).

The third level (Basic Assumptions), which is the basic axioms and assumptions about how the organization operates, defining its main goal, how it deals with the external environment, in addition to how employees within the same organization deal with each other and what are the main problems that that organization faces (Rahmatullah, 2022) (Syed Fawzi Baraka, 2021). The third level appears through the positive effects that the individual carries within the members of the organization, and accordingly this theory can be imagined through the culture of society and its impact on the culture of a particular industry, and then such culture is specialized in a purely administrative nature to be known then as the culture of an institution (Zheng, 2019).

Table 1: concept organizational cultural

Sq	Auther	Year	concept organizational cultural
1	Van Maanen, J. E., & Schein	1977	It is a set of values, practices and norms that share It has members, and newcomers learn it from employees, so it's A culture that is passed down from one generation to another
2	Schein	1983	It is a system of basic values and philosophies adopted by the organization that govern its policy towards workers, the accomplishment of tasks, assumptions and beliefs by the members of the organization
3	Schein	1991	The basic assumptions made by individuals include and groups to solve the problems of external adaptation and internal integration to its new members by helping them by following the method Correct problem solving
4	De Long, D.	1997	It is a complex pattern of beliefs, expectations, ideas, values, attitudes, behaviors and assumptions that drive and drive an organization..
5	Guldenmund	2000	It is represented by the culture of values, standards, habits, and attitudes that individuals possess within the organization,
6	Rameezdeen	2003	identified four generic types of cultures to describe organizational culture, namely the tough-guy/macho culture, the work-hard/play-hard culture, the bet-your company culture and.
7	Ali	2006	It is the culture that includes all the standards and values that are adopted by the organization and the surrounding attitudes and the prevailing climate,
8	Drew	2007	used different people having various characteristics and collected some data and information and drew comparisons among the cultures
9	Kundu	2010	As a system of assumptions, values and attitudes that are manifested through the symbols developed by the members of the organization
10	Ledimo, O	2014	Identified five primary culture typologies, namely stable, reactive, anticipating, exploring and creative.
11	Thien	2014	Highlighted that cultures differ based on five dimensions, namely power distance, individualism/collectivism, uncertainty avoidance, and masculinity/femininity and confusion dynamism.
12	Ghannay,	2015	presented seven primary characteristics to describe organizational culture, namely innovation and risk-taking, attention to detail, outcome
13	Basahe	2016	Finding that Hofstede often overlooked "ecological fallacy" for instance, because Australians on average scored higher on the independence scale when compared to Indonesians.

14	Richerson	2017	The set of values, beliefs, expectations and norms acquired by The individual, which is inherited from one generation to another and is common among Workers
15	Thokozaan	2017	A set of common values and beliefs shared by workers among themselves, which affect the rules of conduct and effectiveness In the organization
16	Assoratgoon	2023	Organizational culture has been emphasized as a way to integrate sustainability within an organization in cleaner production.

As follows, It is clear from the above that there is agreement between the authors and the writers named in Table (6) that the organizational culture combines

- It has two levels, an apparent and an invisible level.
- The level shown in (rituals and symbols ...)
- Unanimously urged and scientists mentioned that the organizational culture to unify the irrigation of employees and direct their efforts towards the goals of the organization.

2. Classification of the components of organizational culture

The study agreed on dividing the organizational culture into several types that differ from one place to another, from one organization to another, and from one sector to another. The most important of these types can be listed as follows:

- The culture of influence or power: it means that the process of controlling the center of the organization and making decisions is in the hands of a specific number of prominent individuals, and that power and influence is in the hands of those who control the organization and it is very similar to a spider's web (Spasojević, 2020).
- Project culture (mission): It is characterized by being work-oriented, achievement-oriented, and judgment based on results. Its strength depends on the experience of its members and does not need many rules and procedures. (Wahyuningsih, 2019).
- Organic culture: in which workers' awareness of administrative values, beliefs, and attitudes is high, and among its characteristics is the orientation towards emotional and coalitional relationships, respect for individuality, risk-taking, and internal loyalty (Arabeche, 2022).
- Creative culture: It is concentrated in organizations where work inspires achievement and risk, and in the case of increased continuous pressure, it leads to tension and exhaustion of workers, (Ali Taha, 2016).
- Supportive culture: It is characterized by interaction and cohesion, such as teamwork, orientation towards relationships, cooperation, individual freedom, and observance of humanitarian principles and work (Chandler, 2000).
- Bureaucratic culture: depends on adherence to routine, lack of trust between the leader and his subordinates due to the presence of suspicion and instability at work, as this culture is characterized by stagnation and severe control, (Koberg, 1987; Berson, 2008).
- Operations culture: The interest of this culture is limited to the way the work is done and not the results that are achieved. Caution and caution spread among the individuals who work to protect themselves, and the successful individual is the one who is more accurate and organized, and pays attention to the details in his work (Sun, 2008).
- Role culture: Its focus is on the type of job specialization and therefore job roles more than the individual is, and it is concerned with rules and regulations, and it provides job security, continuity and stability of performance (Naranjo-Valencia, 2011). In a strong organizational culture, adherence to the core values of the organization, which are widely shared among members, increases. High on behavior (Hogan, 2014).

3. Importance of organizational culture:

Organizational culture plays an important role in business organizations, as the organization provides its employees with a sense of identity, and the more it is possible to identify the ideas and values that prevail in the organization, the more strongly the employees are associated with the organization's mission (Tănase, 2015).

Many writers have explained the importance and functions of organizational culture.

We summarize the most important of them as follows:

- Organizational culture shapes behavior by helping people understand what is going on around them, providing a source of shared meanings about why things happen (Scott-Findlay, 2005).
- Organizational culture represents a frame of reference to be used when facing cases in which they are unable to understand the significance of administrative activities that are difficult for them to realize its significance in order to give a clear and effective meaning to the activity of the organization (Janićijević, 2013).
- Organizational culture contributes to achieving the process of stability within the organization, so that it confirms its existence as an integrated social system, and clear organizational culture develops a sense of self and defines the identity of the employees (Olafsen, 2021).

- Organizational culture helps to strengthen commitment to the organization's mission, as people's thinking is usually limited to what affects them personally, unless they feel a strong affiliation with the organization due to the dominant general culture, and then they feel that the interests of the organization to which they belong are greater than their personal interests, (Mierke, 2017).
- Organizational culture works as a system of organizational control through group standards, as it is considered a source in the light of which the responsibilities of members are determined (Pfister, 2011).
- Organizational culture is an influential force within the organization, as it stimulates or discourages specific types of individual and collective behavior within organizations. (Suwaryo, 2016).
- Organizational culture is strong cultural characterizations and cultural congruence As indicated (Hofstede and Denison .
- The trend towards globalization: Coinciding with the technological revolutions and the presence of transnational companies that operate under (Kanner, 2004).
- different cultures: the borders have ended, and this has resulted in the emergence of the importance of national cultures and their impact on administrative practices, and the impact of national cultures takes two directions: its impact on national companies, (Jung, 2009).
- The impact of differences on the performance of organizations: The success of Japanese companies with the seventies and superiority over their alien counterparts and their threat to them and their markets led to the need to research the reason for this success and one of the results of research in this area was that the difference of Japanese culture from Western cultures was the reason for this success (Hvidman, 2014).
- Failure of some merger projects: It was believed that the secret of the success of the integrated projects is the availability of financial resources and financial success, but some of the merged projects did not succeed except a few, which prompted many researchers to study the reasons for this failure (Badrtalei, 2007). The researchers have suggested this failure to what was called the clash of cultures (culture Clash) that is, the lack of agreement of the values carried by employees and managers who came from two different organizations in many aspects related to values, ideas and concepts, and this shows the importance of studying the culture of organizations before the merger process (Bates, 2007).
- Interest in studying the organizational environment and organizational climate: With the beginning of the eighties, several organizational concepts emerged that were the beginning of the current administrative revolution of these concepts of organizational culture, organizational climate and organizational environment and due to the convergence of these concepts, researchers tended to try to determine what is meant by each concept (Verbeke, 1998).
- Creating competitive features for the organization: The existence of an organizational culture that supports innovation, renewal and quality creates a competitive feature for the sales organization capable of creating a competitive feature, and the injustice of distinct subcultures such as credit culture, marketing culture and sales culture is capable of creating a competitive feature for the organization in these areas (Gareche, 2019).
- Dealing with organizational change: The process of organizational change in organizations is often met with resistance on the part of the employees of these organizations because changers often neglect the element of organizational culture, so changers must study the culture of the organizations in which they work (Høstgaard, 2004). (Willis, 2016). There are three main factors that play a big role in maintaining and maintaining the organization's culture.

The second topic: digital transformation

The information explosion that occurred in the world has increased the role of the economy based on digital development in many aspects of life, as communications and information technology have come to occupy an important place in supporting the activities of various economic sectors through their effective role in raising levels of efficiency by reducing the costs and time required to complete... Financial and economic transactions to raise employee productivity and competitive levels (Berghaus, 2018).

1. The concept of digital transformation

The emergence of this term coincided with the emergence of the Fourth Industrial Revolution and the expansion of the use of digital tools, which required a new type of human resources characterized by technical savvy. It was necessary to adapt to the use of computers and transform processes into a modern technological form, ensuring lifelong learning opportunities and continuity of training to acquire... future workers' skills, which are closely linked to digital skills and capabilities. (Manda & Dhaou, 2019).

Digital transformation is defined as the transformation of the economic unit from the stage of dealing with material resources only, to achieving the highest levels of interest in information sources that rely on the Internet, where it works more than before to abstract and hide things and what is related to them, until it has become the cognitive, informational and intellectual capital. The most important effective factors in achieving its goals and exploiting its resources (Saracco, 2019).

Or it is defined as the transitional stage from absolute dependence on traditional means of communication, to the comprehensive use and optimal exploitation of new digital means of communication in performing the tasks and functions of public relations for economic units better than they were before (Farhat, 2020).

Digital transformation also refers to comprehensive processes that aim to improve companies, by making fundamental changes in the characteristics of those processes, through the adoption of a variety of

communication and information technologies. These technologies include cloud computing, artificial intelligence, the Internet of Things, blockchain technology, and others. The matter aims to increase efficiency and competitiveness, achieve progress, and improve the user experience (Mabrouk, 2021).

Today, digital transformation is much more than just a technology strategy. Rather, it is expressed as a business strategy that is rapidly increasing in importance as a result of long-term business success, as digital transformation is the use of digital technology to change all aspects of society. It is also known as the action taken by a company to move to a business-based model. By working on techniques for producing and manufacturing innovative products that meet customer desires, the organization has new ways to benefit from returns, which creates value for its products..(Deloitte, 2022).

2. The emergence of digital transformation

In the context of the growing development witnessed by the technical and communications industries, which provide technological solutions, respectively, through a set of options to provide advanced communications services whose focus works on meeting the basic needs of users, by providing effective digital services that depend on the use of compatible advanced infrastructure and information systems. With the latest international standards. The emergence of digital transformation occurred in a series of revolutions, as follows: (Al-Sawt and Al-Harbi, 2022).

- **First stage:** It began at the end of the eighteenth century with the invention of a mechanical production mechanism that uses water and steam.
- **Second stage:** It began in the early twentieth century, when general manufacturing was introduced with machines powered by electric motors and combustion engines. For the first time, assembly methods were permitted, allowing the adoption of contemporary chemicals and materials, as well as improved communications.
- **Third stage:** In the 1970s, automated and robotic processes were introduced, leading to a new period characterized by electronics, information technology, computers, robotics, and the Internet, which led to the emergence of the new information age.
- **Fourth stage:** Electronic production systems from 2015 until the present are characterized by the integration between the actual and virtual dimensions of industrial processes, as this development depends on linking the world between physical production and digital processes, as it is known (the Fourth Industrial Revolution). Combining digital transformation with value chains, whether in producing any goods or providing services. As a result of this integration, machines and humans are able to interact in real time, giving rise to modern, flexible manufacturing methods.

3. Objectives of digital transformation

Digital transformation processes include many goals that depend on economic units generating value through digital mechanisms and innovations and changing the method of work in a new and faster way through the latest innovative technologies with new requirements in line with the requirements of individuals and the environment surrounding the economic units. There are many goals that can be clarified as follows: (Press & Al-Jabr, 2020) (Berghaus, 2018).

- Digital transformation processes aim to push units to adopt an approach through which a clear transformation strategy is developed and a clear vision of the commitment of all stakeholders is given.
- The other goal of digital transformation is the comprehensive development, speed, and efficiency of financial operations and services, and then providing services at reasonable prices to customers with ease.
- Conducting business in a more transparent and simple manner and presenting it to customers, citizens, and suppliers.
- Reduce the high costs of transfers between countries.
- Maximizing efficiency and transparency in government operations that help reduce corruption.
- Accelerating humanitarian and social transfers.
- Keep up with updates and build knowledge and experience.

4. Characteristics of digital transformation

Using transformations is an investment in changing one's thoughts and behaviors in order to achieve significant improvements in company performance. By exploiting the technical updates that have occurred to serve beneficiaries faster and better, and for this reason it has a set of characteristics that can be identified as follows (Maad, 2019),(Tom, 2016).

1. **Digitization:** That is, using technical developments at all levels, and moving services into innovative businesses that rely on these emerging technologies. It depends on digitization and not on the emergence of a new type of energy. It also aims to connect all means of production to enable their interaction in real time.
2. **Interaction between emerging technology:** The basic vision of the transformation is to link technologies together in all fields. For example, the Internet of Things is being used for machine-to-machine communication, and at the same time a huge amount of data will be available, so it has become

necessary to analyze all big data to be Able to predict the future and adapt in real time to changing conditions.

3. **Creative change:** Adopting digital transformation technology leads to the emergence of new methods, such as production in innovative or creative ways, changing the methods of providing services to beneficiaries, as well as providing the opportunity for users to express their opinions and communicate with business units to improve the method of providing products or services as a result of the interaction and interconnection between these technologies, which also contributed to the emergence of jobs. Business models, industrial structures, social interactions and governance systems.
4. **Speed:** that is, the speed in the possibility of development, innovation, and dissemination of these innovations as a result of the use of digital transformation technologies.
5. **Breadth and depth:** Relying on digital transformation combines multiple technologies that lead to major transformations in the economy, business, and the way we work.

The third topic :Description and diagnosis of research variables

This topic includes a presentation and analysis of the results of the field research at Tal Afar University, according to the opinions of the research sample, in terms of describing and diagnosing the dimensions of the research variables (organizational culture and digital transformation) as follows:

1. Description and diagnosis of the organizational culture variable

The content of this paragraph refers to the description and diagnosis of the organizational culture variable, in light of the sample members' answers to the paragraphs containing it. In this paragraph, the general mean, frequency distributions, arithmetic means, standard deviations, coefficient of variation, and response rates for the organizational culture variable were found, as shown in Table (2).

Table (2) General average, frequency distributions, arithmetic means, standard deviations, coefficient of variation, and response rates for the organizational culture variable

Variable name	Arithmetic mean	standard deviation	Response scale										Coefficient of variation	Intensity of response
			Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
			R	%	R	%	R	%	R	%	R	%		
X1	3.62	1.16	12	20.0	24	40.0	16	26.6	5	8.3	3	5.0	32.1	72.33
X2	3.43	1.42	10	16.6	30	50.0	4	6.6	8	13.3	8	13.3	41.3	68.67
X3	3.65	1.41	21	35.0	14	23.3	12	20.0	9	15.0	4	6.6	38.7	73.00
X4	3.77	1.33	23	38.3	12	20.0	16	26.6	6	10.0	3	5.0	35.3	75.33
X5	3.57	1.36	19	31.6	11	18.33	19	31.67	7	11.6	4	6.6	38.2	71.33
X6	3.53	1.25	11	18.3	25	41.6	14	23.3	5	8.3	5	8.3	35.5	70.67
X7	3.25	1.30	8	13.3	21	35.0	15	25.0	10	16.6	6	10.0	40.1	65.00
X8	3.55	1.13	10	16.6	25	41.6	15	25.0	8	13.3	2	3.3	31.9	71.00
X9	3.50	1.15	9	15.0	25	41.6	16	26.6	7	11.6	3	5.0	32.9	70.00
X10	3.78	1.21	21	35.0	13	21.6	20	33.3	4	6.6	2	3.3	32.1	75.67
X11	3.20	1.47	11	18.3	18	30.0	12	20.0	10	16.6	9	15.0	45.9	64.00
X12	3.48	1.17	10	16.6	22	36.6	18	30.0	7	11.6	3	5.0	33.6	69.67
General Average	3.52	1.28		22.8		33.4		24.6		11.9		7.3	36.4	70.55

Source: was prepared by researchers based on the results of SPSS.

It is clear from the table that the organizational culture variable is represented by the sub variables (X1-X12), and the arithmetic mean for this dimension was (3.52), with a standard deviation of (1.28), a general agreement rate of (56.2), the coefficient of variation was (36.4), and the intensity of response (70.55). The variable (X2) achieved the highest percentage of agreement among the variables in this dimension with a value of (66.6), a mean of (3.43), a standard deviation of (1.42), and response intensity of (68.67), and the variable (X11) achieved the lowest percentage of agreement of (48.3) with an average Arithmetic (3.20) and standard deviation (1.47) for response intensity of (64.00).

2. Describing and diagnosing the digital transformation variable

The content of this paragraph refers to a description of the digital transformation variable and its diagnosis, in light of the respondents' answers to the paragraphs embodying it. In this paragraph, the general average, frequency distributions, arithmetic means, standard deviations, coefficient of variation, and response rates for the digital transformation variable were found, as shown in Table (3).

Table (3) General average, frequency distributions, arithmetic means, standard deviations, coefficient of variation, and response rates for the digital transformation variable

Variable name	Arithmic mean	standard deviation	Response scale										Coefficient of variation	Intensity of response
			Strongly agree		Agree		Neutral		Disagree		Strongly disagree			
			R	%	R	%	R	%	R	%	R	%		
Y1	4.243	0.840	25	42.3	28	46.7	3	5	3	5	1	1.7	19.80	84.86
Y2	3.976	0.794	14	23.3	34	57.3	8	13.7	3	5	1	1.7	19.98	79.53
Y3	3.916	0.908	17	28	26	43.7	13	21.7	3	5	1	1.7	23.20	78.33
Y4	4.036	0.831	17	28	31	52	8	13.7	3	5	1	1.7	20.59	80.73
Y5	3.953	0.898	15	25.7	32	53.7	8	13.7	3	5	2	3.4	22.72	79.06
Y6	4.146	0.891	24	40.1	25	41.3	8	13.3	2	4	1	1.7	21.49	82.93
Y7	3.836	0.923	13	22.4	30	50.3	11	18	4	7.3	2	3.4	24.06	76.73
Y8	4.066	0.847	20	32.6	28	47	9	15.7	2	3.7	1	1.7	20.83	81.33
Y9	3.99	0.908	19	31.3	26	44	11	18.7	3	5	1	1.7	22.77	79.80
Y10	4.050	0.903	20	33.3	28	46.7	8	13.3	3	5	1	1.7	22.31	81.00
Y11	4.003	0.972	20	34	27	43.7	8	13	4	7.3	1	1.7	24.30	80.06
Y12	3.690	0.961	10	17	30	49.7	14	22.3	4	7.3	2	3.4	26.04	73.80
General Average	3.99	0.88		29.8		48.1		15.2		5.4		2.1	22.34	79.84

Source: by researchers based on the results of SPSS.

It is clear from the table that the digital transformation variable was represented by the sub variables (Y1-Y12), and the arithmetic mean for this dimension was (3.99), with a standard deviation of (0.88), and a general agreement percentage of (77.9), and the coefficient of variation was (22.34), and the intensity of response was (79.84). The variable (Y1) achieved the highest percentage of agreement among the variables of this dimension, with a value of (89.0), with an arithmetic mean of (4.243), a standard deviation of (0.840), and a response intensity of (84.86), and the variable (Y12) achieved the lowest percentage of agreement, which amounted to (66.7). with a mean of (3.69) and a standard deviation of (0.96) of response intensity of (73.8).

3. Testing research hypotheses

The hypotheses developed by researchers regarding correlations and influence between research variables represent an integral part of the analysis and testing process. These hypotheses will be tested using the AMOS statistical program. The research hypotheses were tested as follows:

- **Testing the correlation hypothesis:** There is a statistically significant correlation between organizational culture and support for digital transformation processes in university institutions at a level of statistical significance ($\alpha \leq 0.05$) from the point of view of teachers at Tal Afar University.

The focus of this hypothesis was on the relationship between the two main variables of research at the macro level (organizational culture and digital transformation), and the results were as shown in Table (4).

Table (4) Results of the correlation analysis between organizational culture and digital transformation

		Organizational culture	Digital transformation
Organizational culture	Pearson Correlation	1	.732**
	Sig. (2-tailed)		.000
	N	208	208

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Prepared by researchers based on the outputs of the AMOS.

The results of the analysis above show that there is a significant correlation between organizational culture and digital transformation, as it reached a high value of 0.732 at a significance level of 0.01. Which leads us to accept the first main hypothesis of the research, which states: "There is a statistically significant correlation between organizational culture and support for digital transformation processes in university institutions at a level of statistical significance ($\alpha \leq 0.05$) from the point of view of teachers at Tal Afar University".

- **Testing the influence relationship hypothesis:** There is a statistically significant effect of organizational culture in supporting digital transformation in university institutions at a level of statistical significance ($\alpha \leq 0.05$) from the point of view of teachers at Tal Afar University.

This hypothesis went towards testing the effect of organizational culture in supporting digital transformation processes, and the results of testing this hypothesis were as shown in Table (5).

Table (5): Results of analyzing the impact of organizational culture in supporting digital transformation processes

Independent variable	Direction of impact	Dependent variable	Estimate (β)	S.E.	C.R.	P-value
Organizational culture	→	Digital transformation	1.962	0.322	6.088	0.001

Source: Prepared by researchers based on the outputs of the AMOS.

The results of testing the second main hypothesis show that there is a positive and significant effect of organizational culture in supporting digital transformation processes, as the value of the regression coefficient Estimate (β) which reached (1.692) was at a significant level (0.001) (supported by the value of the critical ratio which was (6.088)). This indicates that a change in the elements of organizational culture by one unit will lead to an increase of (1.231) in digital transformation processes. According to these results, we accept the second main hypothesis, which states: "There is a statistically significant effect of organizational culture in supporting digital transformation in University institutions are at a level of statistical significance ($\alpha \leq 0.05$) from the point of view of teachers at Tal Afar University".

4. Conclusions

- Digital transformation has tremendous potential in increasing the ability of university institutions to meet the needs of beneficiaries because it contributes to improving efficiency and accuracy, facilitating the procedures of the educational process, analyzing student data, etc.
- Digital transformation represents an important opportunity to improve faculty performance and enhance their role in teaching and review processes.
- Organizational culture plays an important role in supporting digital transformation processes by adopting a culture of positive change that is sought to be achieved.
- If university institutions adopt an organizational culture that encourages development and modernity in educational methods, this directly affects the acceptance of transformation processes towards contemporary technologies and software to serve the services provided by those institutions.
- The necessity of encouraging and motivating teaching staff to accept the culture of change towards using modern electronic methods that contribute to the success of the educational process.

References:

1. Al-Sawat, Talq Awadallah, Al-Harbi, Yasser Sayer, 2022, "The Impact of Digital Transformation on the Efficiency of Academic Performance, A Case Study of the Faculty of Faculty at King Abdulaziz University, Issue Forty-Three, Arab Journal for Scientific Publishing
2. Alvesson, M. (2011). Organizational culture. Handb. Organ. Cult. Clim.
3. Arabeche, Z., Soudani, A., Brahmi, M., Aldieri, L., Vinci, C. P., & Abdelli, M. E. A. (2022). Entrepreneurial orientation, organizational culture and business performance in SMEs: Evidence from emerging economy. Sustainability, 14(9),
4. Assoratgoon, W., & Kantabutra, S. (2023). Toward a sustainability organizational culture model. Journal of Cleaner Production, 136666.
5. Basahel, S. (2016). The effect of organisational culture and leadership on CRM implementation in Saudi Arabian organisations (Doctoral dissertation, Brunel University London).
6. Berghaus, Sabine and Back, Andrea, 2016, "Stages in Digital Business Transformation: Results of an Empirical Maturity Study". MCIS 2016 Proceedings.
7. Berghaus, Sabine and Back, Andrea, 2016, "Stages in Digital Business Transformation: Results of an Empirical Maturity Study". MCIS 2016 Proceedings.
8. Boutoufa, Mabrouk, (2021), Digital Transformation in Light of the Covid-19 Pandemic from the Perspective of Global Anthropology, Rawafid Journal for Scientific, Social, and Humanitarian Studies and Research, Volume 5, Issue 2.
9. Chandler, G. N., Keller, C., & Lyon, D. W. (2000). Unraveling the determinants and consequences of an innovation-supportive organizational culture. Entrepreneurship theory and practice, 25(1), 59-76.
10. De Long, D. (1997). Building the knowledge-based organization: How culture drives knowledge behaviors. Centers for Business Innovation-Working Paper,1-29.
11. Deloitte, (2022), digital deliverables: value, people, efficiency and rapid response to change. center Europe CFO Survey- supplement
12. Drew, C. J., Hardman, M. L., & Hosp, J. L. (2007). Designing and conducting research in education. Sage Publications.

13. Farahat, Fatima Al-Zahraa, 2020, The role of digital transformation in improving the performance of public relations functions in the Algerian public institution, an analytical study of the Facebook page of the Directorate of Health and Population of the State of Oum El Bouaghi, Master's thesis, Larbi Ben M'hidi University - Oum El Bouaghi, Algeria.
14. Ghannay, J. C., & Mamlouk, Z. B. A. (2015). Influence of organizational culture on competitive intelligence practice: a conceptual framework. *International Journal of Innovation, Management and Technology*, 6(1), 35
15. Glusker, A., Emmelhainz, C., Estrada, N., & Dyess, B. (2022). "Seen as equal": The impact of library organizational cultures and management on morale of library staff. *Journal of Library Management*, 62(2), 153-189.
16. Guldenmund, F. W. (2000). The nature of safety culture: a review of theory and research. *Safety science*, 34(1-3), 215-257.
17. Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of business research*, 67(8), 1609-1621.
18. Hvidman, U., & Andersen, S. C. (2014). Impact of performance management in public and private organizations. *Journal of Public Administration Research and Theory*, 24(1), 35-58.
19. Imran, M., Ismail, F., Arshad, I., Zeb, F., & Zahid, H. (2022). The mediating role of innovation in the relationship between organizational culture and organizational performance in Pakistan's banking sector. *Journal of Public Affairs*, 22, e2717.
20. Ipinazar, A., Zarrabeitia, E., Rio Belver, R. M., & Martinez-de-Alegría, I. (2021). Organizational culture transformation model: Towards a high performance organization. *Journal of Industrial Engineering and Management (JIEM)*, 14(1), 25-44. ISACA, Model Curriculum for IS Audit and Control, 3rd Edition ,2012,
21. Ledimo, O. (2014). The role of transformational leadership and organizational culture in service delivery within a public service organization. *Journal of Governance and Regulation/Volume*, 3(3).
22. Maad, Soha, (2019), "The Fourth Industrial Revolution: Opportunities and Challenges", Union of Arab Banks, Beirut.
23. Manda, More Ickson. & Dhaou, Soumaya Ben (2019). Responding to the countries challenges and opportunities in the 4th Industrial revolution in developing, ICEGOV2019: Proceedings of the 12th International Conference on Theory and Practice of Electronic Governance, April 2019, Australia
24. Rahmatullah, A., Ramdanyah, A. D., Kambara, R., & Haryadi, D. (2022). Improving Organizational Performance With Organizational Culture And Transformational Leadership Through Intervening Organizational Commitment Variables. *Dinasti International Journal Of Digital Business Management*, 3(2), 180-194.
25. Richerson, P. J., & Boyd, R. (2017). Cultural inheritance and evolutionary ecology. In *Evolutionary ecology and human behavior* (pp. 61-92).
26. Saracco, R., (2019). Digital Transformation VS Continuous Education. *IEEE Future Directions*. Retrieved Nov 20, 2019. Available
27. Schein, E. H. (1983). The role of the founder in creating organizational culture. *Organizational dynamics*, 12(1), 13-28.
28. Spasojević, B. V., Tomić, B., Brkić, A., Veljković, Z., & Misita, M. (2020). Organizational culture and quality improvement: Differences across continents. *FME Transactions*, 48(2), 372-382.
29. Sun, R., & Henderson, A. C. (2017). Transformational leadership and organizational processes: Influencing public performance. *Public Administration Review*, 77(4), 554-565.
30. Tănase, I. A. (2015). The importance of organizational culture based on culture transfer. *Management and innovation for competitive advantage*.
31. Wahyuningsih, S. H., Sudiro, A., Troena, E. A., & Irawanto, D. (2019). Analysis of organizational culture with Denison's model approach for international business competitiveness. *Problems and perspectives in management*, (17, Iss. 1), 142-151.
32. Zheng, J., Wu, G., Xie, H., & Li, H. (2019). Leadership, organizational culture, and innovative behavior in construction projects: The perspective of behavior-value congruence. *International Journal of Managing Projects in Business*, 12(4),