



INTERNATIONAL JOURNAL OF  
TRANSFORMATIONS IN BUSINESS MANAGEMENT

e-ISSN: 2231-6868, p-ISSN:2454-468X

THE IMPACT OF DIGITAL MATURITY IN  
ORGANIZATIONAL CULTURE: EXPLORATORY  
RESEARCH AT FALLUJAH UNIVERSITY

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**Paper Received:** 14<sup>th</sup> February, 2022; **Paper Accepted:** 19<sup>th</sup> March, 2022;

**Paper Published:** 26<sup>th</sup> March, 2022

DOI: <http://doi.org/10.37648/ijtbm.v12i01.013>

**How to cite the article:**

Mahmood J.A. (2022), The Impact of Digital Maturity in Organizational Culture: Exploratory Research at Fallujah University, January-March 2022, Vol 12, Issue 1; 231-260, DOI: <http://doi.org/10.37648/ijtbm.v12i01.013>



## ABSTRACT

This study aims to find out the extent of the impact of digital maturity as an independent variable in organizational culture as a dependent variable at the University of Fallujah. This is to support it determine the extent of maturity reached by the university as a result of the transformation of most of its work to the digital aspect due to the outbreak of the Covid-19 epidemic and the accompanying decisions; most of which were calling for the adoption of digital means to manage institutional life, whether in terms of doing business inside the university or delivering the lectures to students. The questionnaire has been adopted as a data collection method from a study sample at the university, by selecting an intended random sample of (73) from its specific population (91). Following the identification of the study sample and data collection, (SPSS) program was used to analyze the data depending on a group of statistical means as (weighted mean, coefficient of variation, standard deviation, relative importance, coefficient of determination, rank correlation coefficient, simple linear regression analysis).

The research has reached at a set of results, the most important of which is the existence of a statistically significant correlation and effect between the independent variable (Digital Maturity) and the dimensions of dependent variable (Organizational Culture) in the university in general. However, a clear weakness has been identified in the relationship between some dimensions of the two variables. In line with this result, the university administration must work to address the existing weaknesses in order to strengthen its digital maturity process.

**Keywords:** *Digital Maturity, Organizational Culture*

## INTRODUCTION

The world today is not the world of yesterday. The explosion of knowledge and technology that we see in all walks of our lives has become a natural thing as a result of the rapid progress in technology and innovation. This research endeavors to create a harmonization between this technological progress and our current reality. It also seeks to assess the impact this digital acceleration on our traditional culture.

In this research, we shed light on one of the important topics in management science,

which is the digital maturity in the higher education sector in developing countries, and how this sector can think outside the box and jump away from the norm to achieve digital maturity for HE institutions despite the lack of resources and digital-minded individuals in this vital sector during this moment of time. This paper is conducted to identify the implications of digital maturity in the universities that constitute such sector. It will also show how acceptable this idea to the staff and the way they work to implement it and take advantage of the modern methods that exist in and integrable this idea with the culture ,or that the traditional culture rooted

in such sector strongly have another opinion and it will work to vigorously fight this new idea.

University of Fallujah is one of the newly founded universities in Iraq, in spite of its early founding, it confronted the emerging crisis of the Covid-19 which transformed the educational system that is already adopted in all universities worldwide from a mostly traditional face-to-face system to a fully digital or blended system in the best case. Technologically, the university is described as poor because the departments and colleges that adopt a digital vision are negligible, and the prominent transformation in the education system that was followed in the world was applied in the university as in the rest of the universities in Iraq. Hence, it seemed to be the biggest challenge for them how we will do the required things in spite of Digital vision that has not yet defined. Will such changes affect our culture rooted in the university for previous years?

## **A THEORETICAL FRAMEWORK: DIGITAL MATURITY**

### **The Concept of Digital Maturity**

Digital Maturity or (*Digitization*) is one of the important issues for organizations today as it plays an important role in transforming them from traditional organizations to more advanced organizations despite the risks that

accompany the transformation process due to the intensity of competition (Schwer et al., 2018). Digital Maturity was defined by (Fitzgerald et al., 2014) as "a set of initiatives that rely mainly on technology and how it is managed for the purpose of determining the ability of an organization to transform Digitally" (Bennekom, 2019).

Digital Maturity is defined as "the process by which an organization learns how to respond to and adapt to the competitive digital environment" (Johansson & Wilhelmsson, 2018). As defined by (Chanias & Hess, 2016) it is "indicating the level of digital transformation that the organization has reached and knowing what it has already achieved through the activities it has carried out to complete this transformation and what it has accomplished in reality". (Hägg, 2017) defines it as "an organization's ability to effectively compete in an increasingly competitive digital environment". When looking at these definitions, we note that the common feature between them is that Digital Maturity is a carefully studied process through which the organization tries to find a balance between the technology it possesses and the level of technological progress occurring in its environment in order to reach the required level of competition. On our part, we see Digital Maturity as "the ability of the organization to complete its transformation processes to the digital state

and use the latest technological means required to reach a distinguished competitive position and outperform its competitors in its environment".

Digital Maturity refers to the competitive advantages gained by organizations as a result of transforming their basic operations into digital operations and the previous processes of change in the organizational culture in order to reach the desired goal (Irimias & Mitev, 2020). As the limits of digital maturity go beyond the implementation of new technology within organizations, it also takes into account the workforce within them, as well as their culture, the strategies used, and how to meet the expectations of those involved with them (Johansson & Wilhelmsson, 2018). In order to reach the best level of digital maturity, the organization must rely on a digitization strategy with key performance indicators that allow it to evaluate the processes that it has implemented (Aslanova & Kulichkina, 2020). Digital maturity is not achieved by simply introducing advanced systems and technology means to organizations, but rather starts from their own organizational structure as well as the culture followed within them and the extent of their ability to adapt to new technology in order to reach the organizational goals (Anglo & Sørskot, 2019). That is, the success of the maturity process within organizations is governed by

the expertise the organization possesses in the field of technology and the use of the electronic means available in the organization necessary to complete the maturation process as well as the willingness of its individuals and leaders to make this process successful, The intense competition between organizations has resulted in very worrying results for them, and simple mistakes or complacency in the field of technology today may cost the organization to get out of competition and liquidation due to the increase in its numbers. Therefore, it has become difficult today for organizations to remain competitive through the services or products they provide, as related services and new business models have become important to their success (Thomas, 2020). Digital Maturity shows the extent of the organization's desire and ability to change and apply modern technologies in order to remain competitive in the market, that is, it is related to adapting the organization's conditions to electronic competition (Eremina et al, 2019). And she is involves making a possible change to the technology used across the entire organization in order to achieve its set goals (Danailova, 2017).

### **Digital Maturity Goals**

Digital Maturity is the second step of the comprehensive transformation program that National Health Service England started in October (2015), which aims to indicate the

extent of its readiness and what is the expected development required of it to transition to the digital state (Johnston, 2017). In many countries, the information technology and digitization industry has become increasingly important and today represents a large share of the added value of organizations, which helps them increase innovation and affect productivity (Azman et al, 2014). Digital Maturity aims to increase reliance on information technology resources and systems within the organization to reduce costs and increase production, and this requires a shift in its general philosophy in addition to its orientations (Trushkina, 2020).

Digital Maturity is an effective tool that seeks to provide clear guidance throughout the organization's digital transformation process (Varnavskiy, 2020). As such, it helps in meeting the needs of workers in organizations and those dealing with them, which contributes to the long-term viability of the organization (Cresswell, 2019). It also helps members of organizations acquire the expertise and skills needed to convert to a digital state as well as increase the capacity of the organization by aligning its infrastructure and culture with its digital future that it aims to reach. Digital maturity also allows many people to access information in the global network at the same time without any restriction at any time as

well as more efficient possibilities for processing, structuring, classifying, using and transmitting it (Nikolova-Alexieva & Mihova, 2018). Digital maturity also measures the extent to which organizations use digital technologies and the degree of transformation in their business models (Kupriyanova et al, 2020). On our part, we see that digital maturity has become today the main pillar for the survival of organizations, their capabilities and capabilities, and the services they provide today are measured through the electronic methods and tools that they possess, how they deal with those who deal with them, and the extent of their satisfaction with the services provided to them.

### **Dimensions of Digital Maturity**

The digital maturity of organizations is not a simple process that we see. Each organization has a set of strengths and weaknesses on the basis of which the extent of its maturity is determined and at what level of maturity it is. As (Kljajić & Pucihar 2021) shows that many organizations are still trying hard to build their digital capabilities necessary for their success, explaining that the most digital mature economies are (Finland, Denmark, the Netherlands and Sweden), while (Italy, Bulgaria, Greece and Romania) scored the lowest indicators of maturity within the European Union. Also, (Mettler et al, 2010) and (Schumacher &

Sihn, 2016) explain that the dimensions and models of digital maturity are generally used as a tool for digitally identifying and measuring the maturity of an organization or the maturity of specific processes within it.

(Valdez-de-Leon, 2016) identified in his model seven dimensions of digital maturity (strategy, organization, customers, customer experience, technology, operations and innovation) and these dimensions aim to know what businesses are affected and affect digital transformation. For organizations, each of these dimensions is divided according to five levels, in addition to the zero level, which shows the state of (inaction). These levels are (leadership, improvement, integration, empowerment, initiation, zero level, we have not started). (Theunissen, 2016) identified five main dimensions of digital maturity (Digital service, Digital strategy and Leadership, Digital Culture, Digital Customer Experience and Digitally Empowering of the organization) through which they and their sub-dimensions can know the extent of the organization's maturity digitally. (Berghaus et al. 2016) identified nine dimensions of digital maturity in organizations (customer experience, product innovation, strategy, organization adaptation, process digitization, collaboration, information technology, culture and experience and transformation management) as this model serves as a basis

for a statement. The annual level of digital maturity of the organization by which it defines its position in the digital world. While (Carolis et al, 2017) defined five dimensions of digital maturity (engineering and design, production management, quality management, maintenance management and logistics support services management). The goal of building it is to provide a clear model that shows the work of production companies. For the purpose of this study the dimensions identified by (Kieser, 2017) were relied on (the organization's digital competence, Digital Vision , Digital Culture and Digital Strategy). The following is an explanation of these dimensions:

#### **1- Digital Competency:**

The concept of digital competency emerged through the Project on Competency Definition and Selection (**DESECO**) proposed by the European Union that was implemented by the Organization for Economic Cooperation and Development (**OECD**) in 1997 (Mirete et al, 2020). Digital competence, or what is called (computer literacy) is defined as "the ability to use information and communication technology, various media, the Internet and all information available within the organization", meaning it refers to the

ability to use a computer and its programs effectively (Ferrari et al, 2012). (Hawkins & Paris: 1997) shows that digital competence indicates the level of expertise and familiarity that workers in organizations have with computer equipment and its applications, which shows the extent of the organization's development electronically (Gallardo et al, 2015). They focus critically on the cognitive processes that help organizations acquire some capabilities to use ICT and process information correctly (Levano et al, 2019).

## 2- Digital Insights:

the digital insights "is a strategic plan developed by the organization through which it defines its future position in the digital world and the elements necessary to achieve this vision". The digital insights is the cornerstone on which the organization builds its long-term aspirations, aspirations and digital movements, and the goal it aims to reach in the distant future.

## 3- Digital Culture:

digital culture is defined as "a reformulation of the relationship between technology used in

organizations and their workers" (Snyder, 2007). It is linked to the rapid changes that take place in society and contributes to the acceleration of the technological and social transformations that take place in it during an unexpectedly short period of time (Creeber & Martin, 2009). The growth of digital culture today is natural, especially when talking about the concept of network society, and the application of these matters has become more acceptable, especially when organizations decide to transform their operating systems over time (Snyder, 2005). The digital culture today is an essential element in the long-term success of organizations' work. Through the culture that they possess today, they determine their future position and position within the technologically advanced organizations.

## 4- Digital Strategy:

(Bharadwaj et al: 2013) defines the digital strategy as "an organization-specific organizational strategy that it formulates and implements to utilize the digital resources it possesses to enhance its position among organizations (D'Cruz, 2017). As the organizations' Digital strategy aims to improve

internal processes and their own ways of working, in addition to that, it develops cooperation frameworks with partners dealing with the organization and helps create value for individuals dealing with it (Janssen, 2015). The formulation of a digital strategy also helps in defining policies that contribute to creating value for organizations by exploiting important digital means and technologies such as factors related to their external environment and technological capabilities in order to achieve their long-term goals (Correani et al, 2020).

## ORGANIZATIONAL CULTURE

### Concept of Organizational Culture

Why organizational culture? Everything in organizations today is seen as part of an important past, the basic rules that regulate the work of organizations and teach them how to deal with their members on the one hand and their customers on the other hand is part of its prevailing culture, which through it they paint a picture of the future their organizations aims to achieve. The concept of organizational culture he appeared in academic literature for the first time in 1979 by (Pettigrew) in an article published in the (**Administrative Sciences Quarterly**) in the late (1970s). This topic quickly caught the

attention of organizations managers (Khalif et al, 2017). Because it represents an important and special type of communication within any human society that proceeds according to specific goals that are achieved by individuals who represent the basic building block of any organization and have their own beliefs (Vasyakin et al, 2016). The organizational culture is represented by the values and beliefs that determine the way individuals work within organizations (Narayana, 2017). Every organization has its own organizational culture for it that distinguishes it from others, and it can be seen in the values, habits and practices it carries to maintain them (Kamel & aref, 2017). That is simply related to how employees understand their organization, whether they like it or not, that is, it is a descriptive term related to the cultural characteristics of the organization (Paramita, 2020). Because it refers to the characteristics of the individual and his personalities within the organization (Lauet al, 2020).

Before entering into the concept of organizational culture, we must clarify the concept of culture in its general perspective. "Culture" was defined by (Ahmed & Shafiq, 2014) as "a set of norms, values and traditions that direct people towards a specific goal". As for "Organizational Culture", it was defined by (Nam & Kim, 2016) as "the culture that is formed as a



result of adaptation and integration with the goals that the organization aims to achieve through the circulation of what has been acquired through learning such as the values and philosophy prevailing in the organization and its activities and actions". He defined it (Oberföll et al, 2018) as "a set of beliefs, laws, customs, and learned behavior that is expressed through actions as a reflection of how a society adapts to its environment". (Teräväinen et al. 2018) defined it as "a living phenomenon through which the values and ideas that people hold and the extent of their influence on their behavior are known without being noticed by others". (Soni, 2019) defines it as "an object or object that is conveyed and followed within the organization". (Nafchi & Meholska, 2020) defines it as "a pattern of values, beliefs, assumptions, and unseen attitudes that shape the ways in which individuals act and accomplish their actions within organizations". For our part, we see that the organizational culture "is a set of inherited customs and traditions that are circulated in a specific society during a specific period."

The perception of the leaders of organizations on the concept of organizational culture has become more focused today due to the increase in global competition as a result of the great changes that industries have witnessed and the emergence of new technologies that have

made organizations work in order to obtain individuals with experience and efficiency in doing business (Indiya et al, 2018). The organizational culture acts as a form of important assumptions that determine what is important and what is forbidden within the organization and works to remove the surrounding difficulties in order to help it adapt and integrate with its internal and external surroundings (Nikpour, 2016). The organizational culture acts as a form of important assumptions that determine what is important and what is forbidden within the organization and works to remove the surrounding difficulties in order to help it adapt and integrate with its internal and external surroundings (Nikpour, 2016). The organizational culture deeply rooted within the organization it helps it to perform business better as it is linked to performance within the organizations and works to enhance the motivation of its employees to complete their work better in order to overcome other competitors.

### **The Importance of Organizational Culture**

The importance of Organizational Culture lies in the fact that it is the main axis that links each of the goals of the organization with the goals of its employees for the purpose of achieving excellence and pushing the organization in the right direction (Woszczyzna, 2015). It's a method of

perception that helps others to be creative, develop their current knowledge, and help them acquire new knowledge to achieve their goals (Vveinhardt & Andriukaitiene, 2017). Organizational Culture increases awareness and a sense of responsibility among workers in order to help them remove the obstacles and problems they face, which helps them in controlling their behavior in general (Amali and other, 2018). The Organizational Culture also works to draw the basic lines of the formal and informal organization system that determines what is desirable or unwanted within it and works on defining it to others for the purpose of attracting people with ideas consistent with the nature of the organization's work.

(Sengottuvel & Aktharsha, 2016) shows that the importance of organizational culture lies in its being a system of beliefs that clarifies how organizations work, as well as being an important tool for organization leaders due to its influence on various and critical aspects of the organization's work. Being a strong organization culture is an important source of excellence in performance and the achievements it achieves (Saad & Abbas, 2018). The organizational culture shows the main value and ideological positions of the organization as well as its orientations and ways of dealing between people in the organization and outside it. It is what the organization believes and reflects in its

vision, awareness and activities (Zarnadze & Kasradze, 2020). Organizational culture is simply a set of values agreed upon by the organization that allows it to understand that employees adopt an organizational culture similar to what it adopts despite having diverse backgrounds within the organization (Reidhead, 2020). The shared culture among the members of the organization determines its relationship with its internal and external environment and also contributes to helping it solve the problems it faces in order to survive in the long term (Joseph & Kibera, 2019). Organizational culture is the hidden spirit that runs between individuals within organizations to move the lofty values and principles within them in order to provide the best for the organization and society in a manner that does not conflict with their own values and goals.

### **Types of Organizational Culture**

The culture of organizations varies according to their types and ways of working and this difference is a natural matter that is determined according to the organization's objectives, size, position, expansion plans and what it aims to be in the future. Therefore, we kept on discussing some types of organizational culture that researchers addressed, which reflected the culture of the societies and organizations in which they work. As (Schein: 1990) shows that organizational culture consists of two types:

the (visible) culture that can be observed through regulations and written instructions in organizations, and the (non-apparent) culture that deals with the standards, belief, values and religions of workers and members of the organization (Fard et al , 2009). While (Ouchi & Wilkins: 1985) shows the existence of three types of organizational culture (individual , group and hierarchical culture in the organization), which emphasizes the distance between the president and workers in the organization based on hierarchical authority (Schuldt & Gomes, 2020).

As (Wallach :1983) shows that there are three types of organizational culture , namely (bureaucracy), which depends on influence and power and is used in environments with specific authority, (innovative) is used in an environment full of challenges and it helps creativity and focuses on results in an important way, (supportive). It is the culture used with people as it helps in teamwork to achieve a reliable work environment (Quy, 2018). (Ziaei Nafchi & Mohelská, 2020) agrees with this classification. While (Acar & Acar, 2014: 20) identified four types of organizational culture: (cooperative), which encourages belonging and interest in teamwork, (hierarchy), which is a culture linked to customs, traditions and bureaucracy, (the market) and this culture focuses on creativity and achievement,

(creativity) It is a developmental culture based on creativity and working with risk. (Joseph & Kibera, 2019) shows the existence of four types of organizational culture (collective, market, hierarchy and saturation culture) indicating that the use of any of these types is determined according to the nature of the organizations 'work, how they are funded, and the number of workers in them. For our part, we agree with what was mentioned (Schein: 1990) that there are two types of culture in organizations, which are the visible and the non-visible culture as it looks at the organizational culture in general in all societies, whether it is the culture of countries or organizations and does not take into account the hierarchical level, societies, business or levels achievement within organizations.

## **A PRACTICAL PART**

### **RESEARCH HYPOTHESIS**

The two Main Hypotheses are:

#### **The First Hypothesis**

(There is a statistically significant influence between digital maturity and organizational culture with its dimensions).

#### **The Second Hypothesis**

(There is a statistically significant impact between digital maturity and organizational culture with its dimensions).

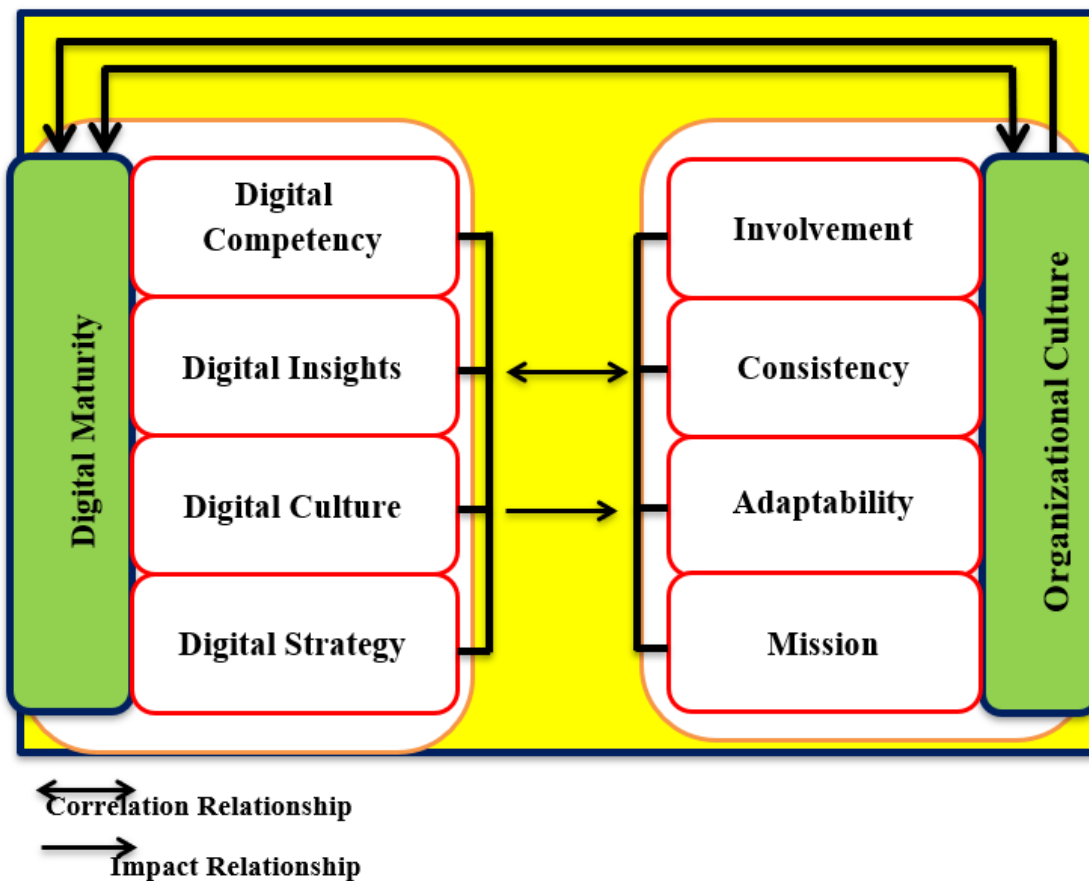


Figure (1) Outline of The Research

**A- Descriptive Analysis of Research**

**Variables:**

In this part of the practical side for the research, we will deal with a description of the variables that the study dealt with in its model which consist of two variables (**Digital Maturity**) with its dimensions (**Digital Competency, Digital Insights, Digital Culture, Digital Strategy**) and (**Organizational Culture**) with its dimensions (**Involvement, Consistency, Adaptability, Mission**)

An explanation will be on the relationship between the two variables mainly with a detailed statement of the figures for the results for all dimensions for the purpose of benefiting from it in determining the relationship between the dimensions of the study individually.

**First: Presentation and Analysis of the Dimensions of the Digital Maturity variable:**

Table no: (4) shows that the (**Digital Maturity**) achieved at the general level a good arithmetic mean reach (3.27) while the standard deviation and coefficient of

variation was (0.86) and (26.42) respectively, and this reflects good harmony in the answers of the sample members, while the relative importance were (65.47). and this is a good result that indicates the sample agreement on how important are the research variables.

**The following is a detailed explanation of the dimensions of the variable:**

**1- Analysis of the first dimension paragraphs) Digital Competence):**

It is evident from table no:(1) that the first dimension (**Digital Competence**) achieved a high value in its data , if it's the arithmetic mean was (3.27) and the standard deviation (0.87) while a coefficient of variation was (26.82) and the Relative Importance for this dimension was (65.31).

The highest answer comes for the paragraph No.(3) which states (*The employees who support our critical digital functions are best in class*). if its arithmetic mean was (3.58) which is a higher than the hypothetical mean (3), while the standard deviation was (0.83). This indicates that the answers of the sample were homogeneous ,while a coefficient of variation was (23.27), and the Relative Importance for this question was (71.51). while Paragraph (4) came in the last place of importance on the level of this dimension, which states (*We have digital skills built throughout our university*), if its arithmetic mean reached (3.04). As for the standard deviation of this paragraph, it has reached (0.84), which is a good ratio , while the coefficient of variation was (27.64) , and the Relative Importance for this question was (60.82).

*Table (1) The Arithmetic Mean, Standard Deviation, Coefficient of Variation , And Relative Importance For Digital Competence*

Questions		Mean	St. Dev	Coefficient of Variation	Relative Importance
1	<i>We have the right leaders to implement our digital strategy daily.</i>	3.05	0.97	31.76	61.1
2	<i>We invest in targeted digital education and training at all levels of our university.</i>	3.22	0.96	29.85	64.38

3	<i>The employees who support our critical digital functions are best in class.</i>	3.58	0.83	23.27	71.51
4	<i>We have digital skills built throughout our university.</i>	3.04	0.84	27.64	60.82
5	<i>We have specific, repeatable processes for managing digital programs.</i>	3.29	0.77	23.49	65.75
6	<i>Our collaborating partners provide assistance that enhances the value of our digital competencies.</i>	3.32	0.90	27.02	66.3
7	<i>We have a flexible, iterative and collaborative approach to technology development at our university.</i>	3.55	0.80	22.55	70.96
8	<i>Each employee understands how their performance relates to the University's digital goals.</i>	3.08	0.89	28.99	61.64
<b>Digital Competence</b>		<b>3.27</b>	<b>0.87</b>	<b>26.82</b>	<b>65.31</b>

**2- Analysis of the second dimension paragraphs (Digital Insights)**

The Table No: (2) shows that the second dimension (**Digital Insights**) its data achieved a high value, if it's the arithmetic mean was (3.35) and the standard deviation (0.85) while a coefficient of variation was (25.41) and the Relative Importance for this dimension was (66.99), and was the highest answer for the paragraph No.(1) which states (*We take advantage of modern applications such as (cloud, machine learning, data, etc.) to enhance speed and flexibility in the university's work*). if its arithmetic mean

was(3.64) and these a higher than the hypothetical mean (3), while the standard deviation was (0.84), and the coefficient of variation was (23.04), and the Relative Importance for this question was (72.88). while the Paragraph (4) came in the last place of importance on the level of this dimension, which states (*We have clear and quantifiable goals to measure the success of our Digital strategy*), if its arithmetic mean reached (2.99) and It is a low value, As for the standard deviation of this paragraph, it reached (0.86), while the coefficient of variation was (28.73), and the Relative Importance for this question was (59.73).

Table (2) The Arithmetic Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for Digital Insights

Questions		Me an	St. dev.	Coe ffici ent of Vari atio n	Rel ativ e Imp ort anc e
1	<i>We take advantage of modern applications such as (cloud, machine learning, data, etc.) to enhance speed and flexibility in the university's work.</i>	3.64	0.84	23.04	72.88
2	<i>We use other people's experiences to guide our technology design.</i>	3.68	0.78	21.15	73.7
3	<i>We use digital tools to foster innovation, collaboration and creativity among employees.</i>	3.33	0.89	26.99	66.58
4	<i>We have clear and quantifiable goals to measure the success of our digital strategy.</i>	2.99	0.86	28.73	59.73
5	<i>We use student-centered metrics to measure our success in our tasks.</i>	3.16	0.91	28.85	63.29
6	<i>Our vision for our students actively leads us to our digital strategy effectively.</i>	3.32	0.88	26.54	66.3
7	<i>The insights of our professors and staff help in digital design and development.</i>	3.36	0.84	25.01	67.12
8	<i>We are incorporating lessons learned from digital software into our strategy.</i>	3.32	0.76	22.97	66.3
<b>Digital Insights</b>		3.35	0.85	25.41	66.99

**3- Analysis of the third dimension paragraphs (*Digital Culture*)**

It is evident from Table no:(3) that the third dimension (**Digital Competency**) achieved a good value in his data , if it's the arithmetic mean was (3.17) and the standard deviation (0.87) while a coefficient of variation was (27.48) and the Relative Importance for this dimension (63.48), and The highest answer came comes for the paragraph No.(9) which states (*We measure the quality of our technology teams by business outcomes not just system uptime*). if was the arithmetic mean its (3.49) and

these a higher than the hypothetical mean (3),while the standard deviation was (0.84), and a coefficient of variation was (23.91), and the Relative Importance for this question was (69.86). while the Paragraph (7) came in the last place of importance on the level of this dimension, which states (*Our technology budget is flexible to allow for a change of priorities*),if its arithmetic mean reached (2.67), and the standard deviation for this paragraph (0.90), while the coefficient of variation was (33.63), and the Relative Importance for this paragraph was (53.42)

*Table (3) The Arithmetic Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for Digital Culture.*

	Questions	Me an	St . dev.	Coe ffici ent of Vari atio n	Rel ativ e Imp ort anc e
1	<i>We clearly communicate our digital culture internally and externally.</i>	3.12	0.88	28.21	62.47
2	<i>We take calculated risks in order to enable innovation.</i>	3.19	0.94	29.38	63.84
3	<i>We prioritize the overall employee experience over the performance of any individual business.</i>	3.26	0.78	23.99	65.21
4	<i>Our organizational structure prioritizes students' experiences over career experiences.</i>	2.90	0.85	29.36	58.08
5	<i>We allocate appropriate resources for digital strategy, governance, and implementation.</i>	3.05	0.94	30.81	61.01
6	<i>Our university model encourages cross-functional</i>	3.47	0.83	24.08	69.32



	<i>collaboration.</i>				
7	<i>Our technology budget is flexible to allow for a change of priorities.</i>	2.67	0.90	33.63	53.42
8	<i>The university's capabilities and energies are working in creating a roadmap for our digital technology.</i>	3.19	0.86	26.96	63.84
9	<i>We measure the quality of our technology teams by business outcomes, not just system uptime.</i>	3.49	0.84	23.91	69.86
10	<i>We measure how channels work together to achieve the desired result.</i>	3.38	0.83	24.45	67.67
<b>Digital Culture</b>		<b>3.17</b>	<b>0.87</b>	<b>27.48</b>	<b>63.48</b>

#### 4- Analysis of the Fourth Dimension Paragraphs (*Digital Strategy*)

The Table No:(4) shows that the fourth dimension (**Digital strategy**) the data achieved a good value , if it's the arithmetic mean was (3.5) and the standard deviation (0.82) while a coefficient of variation was (23.49) and the Relative Importance for this dimension was (70.10), and was the highest answer for the paragraph No.(2) which states (*Our university board and senior officials support our Digital Strategy*). if was the arithmetic mean is (3.77) and these a higher

than the hypothetical mean (3), while the standard deviation was (0.81),and the coefficient of variation was (21.46), and the Relative Importance for this question was (75.44). while the Paragraph (1) came in the last place of importance on the level of this dimension, which states (*We believe that our competitive strategy is based on our Digital strategy*), if its arithmetic mean reached (3.23) and It is a low value, As for the standard deviation of this paragraph , it reached (0.83), while the coefficient of variation was (25.53), and the Relative Importance for this question was (64.66)

Table (4) The Arithmetic Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for Digital Strategy

Questions		Me an	St. dev.	Coe ffici ent of Vari atio n	Rel ativ e Imp ort anc e
1	We believe that our competitive strategy is based on our Digital strategy	3.23	0.83	25.53	64.66
2	Our university board and senior officials support our Digital strategy.	3.77	0.81	21.46	75.44
Digital Strategy		3.5	0.82	23.49	70.10
Digital Maturity		3.27	0.86	26.42	65.47

**Second: Presentation and Analysis of the Dimensions of the Organizational Culture variable:**

Table no: (8) shows that the (Organizational Culture) achieved at the general level a good arithmetic mean reach (3.75) while the standard deviation and coefficient of variation (0.80) and (22.68) respectively , while the relative importance were (71.4) .The following is a detailed explanation of the dimensions of the variable:

**Analysis of the First Dimension Paragraphs (Involvement):**

It is evident from Table no:(5) that the first dimension (Involvement) achieved a high value in his data, if it's the arithmetic mean was (3.56) and the standard deviation (0.78) while a coefficient of variation was (21.6) and the Relative Importance for this dimension was (73.07) , and was the highest answer comes for the paragraph No.(3) which states (Everyone believes that sharing information has a positive effect). if the

arithmetic mean is (3.96) and these a higher than the hypothetical mean (3),while the standard deviation was (0.79) and this indicates that the answers of the sample were homogeneous ,while a coefficient of variation was (19.94), and the Relative Importance for this question was (79.18). while the Paragraph (7) came in the last place of importance on the level of this

dimension, which states (*There is an ongoing investment in an employee's skills*), if its arithmetic mean reached (3.33), As for the standard deviation of this paragraph, it reached (0.94), which is a good ratio , while the coefficient of variation was (28.35), and the Relative Importance for this question was (66.58).

Table (5) The Arithmetic Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for Involvement

Questions		Me an	St . dev.	Coe ffici ent of Vari atio n	Rel ativ e Imp ort anc e
1	Decisions are usually made at the level at which the best information is available.	3.79	0.62	16.41	75.89
2	The information is widely shared so that everyone can get the information they need when they need it.	3.7	0.81	21.93	73.97
3	Everyone believes that sharing information has a positive effect.	3.96	0.79	19.94	79.18
4	Collaboration is encouraged across different parts of the university.	3.82	0.71	18.68	76.44
5	The work is organized so that each person can see the relationship between his job and the goals of the university.	3.45	0.78	22.67	69.04
6	'Seat strength' (personal reputation) is constantly improving	3.52	0.82	23.25	70.41
7	There is an ongoing investment in an employee's skills.	3.33	0.94	28.35	66.58
Involvement		3.65	0.78	21.6	73.07

2- Analysis of the Second Dimension  
Paragraphs (Consistency):

The Table No:(6) shows that the second dimension (Consistency) data achieved a high value , if it's the arithmetic mean was (3.64) and the standard deviation (0.76)

while a coefficient of variation was (21.24) and the Relative Importance for this dimension was (72.84), and was the highest answer for the paragraph No.(1) which states (*Ignoring core values will get us in trouble*). if the arithmetic mean was (4.27) and these a higher than the hypothetical mean (3), while the standard deviation was (0.56),and the coefficient of variation was (13.09), and the Relative Importance for this question was (85.48). while the Paragraph (4) came in the

last place of importance on the level of this dimension, which states (*There is a "strong" culture within our university*), if its arithmetic mean reached (3.37) and It is a low value, As for the standard deviation of this paragraph , it reached (0.94), while the coefficient of variation was (27.76) , and the Relative Importance for this question was (67.4)

Table (6) The Arithmetic Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for Consistency

	Questions	Me an	St . dev.	Coe ffici ent of Vari atio n	Rel ativ e Imp ort anc e
1	<i>Ignoring core values will get us in trouble.</i>	4.27	0.56	13.09	85.48
2	<i>There is a moral code that guides our behavior and tells us right from wrong.</i>	4.04	0.61	15.12	80.82
3	<i>It is easy to reach consensus, even on difficult issues.</i>	3.4	0.94	27.64	67.95
4	<i>There is a "strong" culture within our university.</i>	3.37	0.94	27.76	67.4
5	<i>Rarely do we find it difficult to reach agreement on major issues.</i>	3.38	0.88	25.89	67.67
6	<i>It is easy to coordinate projects across different parts of the university.</i>	3.48	0.73	20.94	69.59
7	<i>There is good alignment between objectives across the different levels of the university.</i>	3.55	0.65	18.22	70.96
Consistency		3.64	0.76	21.24	72.84

**3- Analysis of the Third Dimension Paragraphs (Adaptability):**

It is evident from Table no:(7) that the third dimension (Adaptability) achieved a good value in his data , if it's the arithmetic mean was (3.41) and the standard deviation (0.87) while a coefficient of variation was (25.93) and the Relative Importance for this dimension (68.22), and The highest answer came comes for the paragraph No.(7) which states (*Learning is an important goal in our daily work*). if the arithmetic mean was (4.11) and these a higher than the hypothetical mean (3), while the standard deviation was (0.77), and a coefficient of

variation was (18.83), and the Relative Importance for this question was (82.19). while the Paragraph (1) and (4) came in the last place of importance on the level of this dimension, which states (*The way things are done is very flexible and easy to change*) and (*The contribution of other members directly influences our decisions*), If its arithmetic mean reached for two question (3.15), and the standard deviation for this paragraph (0.88), while the coefficient of variation was (27.83),and the Relative Importance for this paragraph was (63.01)

*Table (7) The Arithmetic Mean, Standard Deviation, Coefficient of Variation, and Relative Importance for Adaptability*

	Questions	Me an	St . dev.	Coe ffici ent of Vari atio n	Rel ativ e Imp ort anc e
1	<i>The way things are done is very flexible and easy to change.</i>	3.15	0.88	27.83	63.01
2	<i>New and improved ways of doing work are constantly being adopted.</i>	3.44	0.87	25.18	68.77
3	<i>The contribution of other members directly influences our decisions.</i>	3.58	0.74	20.8	71.51
4	<i>All members have a deep understanding of the wants and needs of others.</i>	3.15	0.88	27.83	63.01
5	<i>The interests of others are rarely ignored in our decisions.</i>	3.22	0.99	30.74	64.38
6	<i>Innovation, risk-taking and rewarding are encouraged.</i>	3.23	0.98	30.29	64.66

7	<i>Learning is an important goal in our daily work.</i>	4.11	0.77	18.83	82.19
<i>Adaptability</i>		3.41	0.87	25.93	68.22

**4- Analysis of the Fourth Dimension Paragraphs (Mission) :**

The Table No:(8) shows that the fourth dimension (Mission) its data achieved a good value, if it's the arithmetic mean was (3.57) and the standard deviation (0.78) while a coefficient of variation was (21.83) and the Relative Importance for this dimension was (71.46), and was the highest answer for the paragraph No.(1) which states (*There is a clear message that gives meaning and guidance to our teachers and employees*).if the arithmetic mean is (3.78) and these a higher than the hypothetical mean (3), while the standard deviation was

(0.58),and the coefficient of variation was (15.43), and the Relative Importance for this question was (75.62). while the Paragraph (5) came in the last place of importance on the level of this dimension , which states (*Our mission creates enthusiasm and motivation for our employees*), if its arithmetic mean reached (3.3) and It is a low value, As for the standard deviation of this paragraph, it reached (0.92), while the coefficient of variation was (27.97), and the Relative Importance for this question was (66.03)

Table (8) The arithmetic mean, standard deviation, coefficient of variation, and relative importance for Mission

Questions		Mean	St. dev.	Coefficient of Variation	Relative Importance
1	<i>There is a clear message that gives meaning and guidance to our teachers and employees</i>	3.78	0.58	15.43	75.62
2	<i>Our strategic direction is clear to me.</i>	3.66	0.84	22.88	73.15

3	<i>Leaders set ambitious but realistic goals.</i>	3.55	0.78	22.05	70.96
4	<i>We are constantly monitoring our progress against our stated goals.</i>	3.58	0.76	21.32	71.51
5	<i>Our mission creates enthusiasm and motivation for our employees.</i>	3.3	0.92	27.97	66.03
6	<i>We are able to meet short term demands without compromising our long term vision.</i>	3.58	0.76	21.32	71.51
<i>Mission</i>		3.57	0.78	21.83	71.46
<i>Organizational Culture</i>		3.57	0.80	22.68	71.4

**B- Testing the Hypotheses of Correlation:**

In this part of the research, we will show the correlation between the two research variables by highlighting them mainly with the presentation of the results of their dimensions in detail through Table No. (9) to benefit from them:

Table No: (9) showed that the independent variable the (Digital Maturity) achieved most of its dimensions positive correlations with the dependent variable (Organizational

Culture) with its dimensions, and most these relationships were significant at a significance level (0.01), and was the correlation coefficient between the Digital Maturity and Organizational Culture high and was a ratio of (0.553\*\*).

from these results , we will accept the first major search hypothesis:

(Digital Maturity is associated with organizational culture and its dimensions positively and morally).



Table (3) Testing The Hypotheses of Correlation for Digital Maturity and Organizational Culture

Organizational Culture	Involvement	Consistency	Adaptability	Mission	Organizational Culture
Digital Maturity					
Digital Competency	**0.587 0.000	0.224 0.057	**0.378 0.001	**0.409 0.000	**0.466 0.000
Digital Insights	**0.409 0.000	0.211 0.073	**0.347 0.003	**0.317 0.006	**0.427 0.000
Digital Culture	**0.653 0.000	**0.346 0.003	**0.468 0.000	**0.474 0.000	**0.564 0.000
Digital Strategy	**0.413 0.000	**0.380 0.001	**0.426 0.000	**0.529 0.000	**0.505 0.000
Digital Maturity	**0.668 0.000	**0.311 0.007	**0.454 0.000	**0.467 0.000	**0.553 0.000

Correlation Is Significant At The Level ( 0.01) N=105

**C. Impact Hypothesis Testing:**

The Second Hypothesis for the research shows : There is a statistically significant impact between (**Digital Maturity and Organizational Culture with its dimensions**). Below we explain the impact hypothesis test to show whether there is a

positive or negative influence relationship between the research variables, as follows:

The Table No: (10) shows there is an influence relationship between the independent variable (**Digital Maturity**) and the dependent variable (**Organizational Culture**) and this relationship a good moral influence between the two variable .As the value of its total determination coefficient reached ( $R^2 = 0.296$ ) and this value



indicates that the Digital Maturity variable explains what's it worth (29.6%) of the Organizational Culture variable, while the value of ( $\beta = 0.509$ ) indicates that the change that occurs in the independent variable (Digital Maturity) by one unit, there will be a change in the dependent variable

(Organizational Culture) by (50.9%). Thus we will accept the second major search hypothesis:

)There is a statistically significant impact between Digital Maturity and Organizational Culture and its dimensions).

Table (10) The Value of (B), (F), ( $R^2$ ) and the Significance of Regression and Influence Models for Digital Maturity and Organizational Culture

O.C	Involvement		Consistency		Adaptability		Mission		Organizational Culture	
	D.M									
Digital Competency	37.385	0.568	3.740	0.188	11.834	0.375	14.272	0.461	19.742	0.396
	0.000	0.336	0.057	0.188	0.001	0.131	0.000	0.156	0.000	0.207
Digital Insights	73.561	0.574	3.311	0.178	9.692	0.347	7.920	0.360	15.807	0.365
	0.000	0.337	0.073	0.031	0.003	0.108	0.006	0.088	0.000	0.171
Digital Culture	52.820	0.602	9.661	0.276	19.872	0.442	20.534	0.509	33.035	0.455
	0.000	0.419	0.003	0.107	0.000	0.208	0.000	0.213	0.000	0.308
Digital Strategy	14.565	0.331	11.958	0.264	15.736	0.351	27.590	0.495	24.266	0.355
	0.000	0.159	0.001	0.132	0.000	0.170	0.000	0.270	0.000	0.244
Digital Maturity	57.198	0.702	7.594	0.283	18.460	0.490	19.784	0.572	31.244	0.509
	0.000	0.438	0.007	0.084	0.000	0.195	0.000	0.207	0.000	0.296

B

F

SIG

	$R^2$

**CONCLUSIONS:**

The results of the statistical analysis in general demonstrated the existence of a correlation relationship and a positive and moral impact between the two variables of the study, This indicates the attempts of the university to be digitally mature had an impact on its organizational culture in general and must that attempts should not be limited to maturity in an integrated manner, but rather the university must study the dimensions of digital maturity singularly to benefit from it and work to strengthen it and address weaknesses in order to greatly enhance the maturity processes within the university. and The results of the statistical analysis also showed a clear weakness in the relationship between the two dimensions (Digital Competency and Digital Insights) with the (Consistency) dimension, so you must the university administration should work to know the reasons for this weakness and work to process them in order to make the digital maturity process complete correctly and to adapt to this type of change because of its positive results in developing its business in the long term and making it ability competitive with other universities. The university administration must also work on enhancing the digital means used in managing its business and emphasizing their use by university employees in order to develop their digital

skills, which helps them to accept the changes contained therein more quickly.

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