

The Impact of Organizational Culture on Achieving Job Satisfaction and Enhancing Knowledge Management in the Context of Digital Transformation: An Exploratory Research of the Opinions of a Sample of Employees in the Iraqi Banking Sector

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Abstract: This study aims to examine the impact of organizational culture on both job satisfaction and knowledge management in the context of digital transformation, focusing specifically on the banking sector in Iraq. An exploratory approach was adopted through distributing questionnaires to a sample of employees within Iraqi banks, where data were analyzed using appropriate statistical methods. It was found that there is a positive statistically significant relationship between organizational culture and job satisfaction. Research has demonstrated that organisational culture can effectively contribute to knowledge management in banking (particularly as it relates to technology), and that creating a positive organisational culture can lead employees to be happier with their jobs and more inclined to share information, which helps the bank do better and adapt to new technological trends. The research suggests that banking companies should institute regulatory structures so that they constantly innovate and learn in order to harness the full potential of digital transformation.

Key words: Organizational Culture (OC), Job Satisfaction (JS), Knowledge Management (KM), Digital Transformation (DT), Iraqi Banking Sector.



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Introduction:

The recent digitization that the world has experienced has rapidly altered the nature of work and organizational processes within institutions, particularly in the banking sector due to its heavy reliance on technology to increase institutional performance and deliver services. Organizational culture is one factor influencing how employees react to technological changes, their willingness to strive for company goals, and their adaptation to contemporary workplace

conditions. Organizational culture is a set of shared values, attitudes, and practices that influence individual behavior within an organization; it plays a vital role in creating job satisfaction (the degree to which an employee is satisfied with their job), which directly affects productivity and commitment. In addition, knowledge management can help banking institutions become more competitive by efficiently collecting, organizing, and using data and experience for better decision-making and productivity, which further strengthens the importance of researching the connection between knowledge management, job satisfaction, and organizational culture in the context of digital transformation with its new challenges to the work environment. Thus, this research contributes significantly because it seeks to investigate the effect of organisational culture on job satisfaction and knowledge management among employees in banks in Iraq and provides recommendations for banks that can help them adjust to digital changes and reach peak performance.

Part One: Research Methodology

1-1 Research Problem:

The issue is that if banks have a weak organizational culture or one that has not kept up with the new digital work environment, then it may be difficult for them to motivate employees to share their knowledge and increase satisfaction, which negatively impacts institutional performance. Hence, by examining the impact of organizational culture on knowledge management and employee satisfaction in Iraqi banks, this paper aims to determine how organizational culture can act as a lever that can facilitate adaptation to digital transformation and enhance institutional excellence.

1-2 Research Significance:

This study is important as it expands our knowledge of how organisational culture influences KM and job satisfaction, specifically when dealing with digital transformation; it also extends academic knowledge on how organisational characteristics impact banking institutions' capacity for adapting to technological advancements. In addition, this research offers insights into how Iraqi banks can develop organisational cultures that support effective decision-making processes, facilitate the sharing of knowledge, enhance knowledge management, increase job satisfaction and institutional performance efficiency in digital transformation.

1-3 Research Objectives:

The purpose of this research is to determine how organizational culture affects workers' job satisfaction in the banking industry in Iraq. Examine how corporate culture might improve knowledge management in banking organizations, especially in light of the digital revolution. Examine how knowledge management and job satisfaction are related, as well as how they affect institutional performance in the digital workplace. Give Iraqi banks useful advice on how to create an organizational culture that promotes knowledge management, employee happiness, and the best possible adaption to the digital transition.

1-4 Research Hypothesis:

"Organizational culture and job satisfaction, as well as the improvement of knowledge management among employees in the Iraqi banking sector in the context of digital transformation, have a positive and statistically significant relationship," according to the research hypothesis.

1-5 Research Population and Sample:

All personnel at all functional and managerial levels who work for banks in the Iraqi banking industry are included in the research population. To guarantee representation of various job categories and managerial levels, a sample was chosen from this population using simple or stratified random selection. An estimated 100 employees make up the sample size. In the midst of

digital transformation, this sample is a suitable segment for researching how organizational culture affects job satisfaction and improves knowledge management. It also enables the collecting and analysis of trustworthy data to produce insights that can be applied broadly.

Part Two: Theoretical Framework of the Study

2-1 Concept and Importance of Organizational Culture:

One of the fundamental components that determines an organization's identity and the conduct of its constituents is its organizational culture. It stands for a set of ideals, convictions, and guidelines that the company has accepted to direct its workforce. Organizational culture is a complex structure that influences how people think, communicate, and make choices within the company; it is not only written slogans. Schein divided organizational culture into three primary layers, which include everyday routines and symbols that represent the organization's identity, behavioral standards, and basic principles (Schein, 2010: 23).

Employees can better comprehend the organization's expectations and match their actions with its objectives by using the reference framework that organizational culture provides. It influences decision-making and problem-solving processes and establishes acceptable and undesirable performance standards. Organizational culture is a crucial component in comprehending variances in institutional behavior across various contexts since studies show that it varies between institutions based on national and regional distinctions (Hofstede, 1998: 45).

A key factor in strengthening institutional commitment is organizational culture. Higher levels of employee loyalty and belonging are attained by organizations having a distinct and consistent culture. Employee motivation and resistance to change increase when they believe that their own values coincide with those of the company, which improves performance as a whole (Deal & Kennedy, 1982: 39).

Innovation and transformation are also significantly influenced by organizational culture, which pushes organizations to embrace ideals of initiative, creativity, and measured risk-taking. Employees can share their ideas and try out novel strategies without fear of failure in organizations with an open and flexible culture, which boosts productivity and competitiveness (Cameron & Quinn, 2011: 52).

By encouraging employees to share knowledge and experiences and acting as a tool to improve knowledge management, organizational culture helps to improve knowledge transfer throughout the organization. Organizations that embrace cooperation and mutual aid are better equipped to take use of internal knowledge and turn it into strategic assets that can be used to make decisions (Alvesson, 2002: 31).

From a social and psychological standpoint, organizational culture gives workers a positive work atmosphere that lowers stress and boosts job satisfaction. Employee commitment and engagement are positively impacted and burnout is decreased when they believe that the organization's culture aligns with their beliefs and principles (Kotter & Heskett, 1992: 68).

Employees are better equipped to handle technological and financial issues when an organization's culture reflects its adaptability and flexibility to external developments. Organizational stability and adaptation to a changing environment can be improved by institutions with a clear and cohesive culture that can direct employee actions toward accomplishing common strategic objectives (Denison, 1990: 14).

Lastly, organizational culture is a strategic instrument for institutional planning and performance management, assisting management in guiding both individual and group behaviors toward the organization's objectives and long-term vision. Achieving institutional excellence, directing

human resource management, and enhancing workplace productivity and efficiency all depend on it (Saffold, 1988: 7).

2-2 The Relationship Between Organizational Culture and Job Satisfaction in the Context of Digital Transformation:

Because it establishes the framework for individual behavior inside the organization and shapes expectations for the work environment, organizational culture is a significant factor in determining employees' job happiness. Employees' sense of fulfillment and belonging is influenced by the organization's prevalent ideals and beliefs. Positive organizational cultures that promote involvement, acknowledgment, and appreciation of efforts boost employee happiness and inspire excellence. Additionally, research shows that a strong corporate culture improves organizational commitment and lowers turnover rates by fostering a safe and stable workplace (Robbins & Judge, 2019: 112).

The influence of organizational culture on job satisfaction is particularly noticeable in the context of digital transformation, since workers need a flexible workplace that encourages lifelong learning and offers the tools and training they need to stay up to date with emerging technologies. Businesses that encourage innovation, change, and individual initiative boost workers' job happiness by giving them the confidence to adjust to digital changes and acquire skills that will meet the demands of the company in the future. This illustrates how corporate culture can serve as a facilitator in the digital workplace (Cameron & Quinn, 2011: 74).

Increasing intrinsic motivation is another way that company culture and job satisfaction are related. Job happiness is greatly impacted by institutional principles that place an emphasis on acknowledging and appreciating accomplishments, especially in the absence of monetary compensation. Employee commitment and satisfaction are higher in companies that recognize both individual and group accomplishments and include staff members in strategic decision-making. Workers are more inclined to take initiative and provide ideas in such a setting (Roberts, 2006: 58).

Research shows that job satisfaction is positively impacted by corporate cultures that encourage cooperation and teamwork, especially in digital settings where departmental and team coordination is essential for performance. Cultures that promote the exchange of information and experiences foster a strong sense of community and lessen negative competitiveness or feelings of loneliness. Employee loyalty rises when they believe their contributions are valued and their duties are acknowledged, which enhances job satisfaction and makes it easier to accomplish corporate goals (Alvesson, 2002: 44).

Since employees may become anxious or weary due to the quick changes in digital tools, organizational culture plays a crucial role in managing the stress that comes with adopting new technology in the age of digital transformation. Organizations that foster the values of empathy, support, and ongoing training assist staff in adjusting to these difficulties, which lowers burnout and raises job satisfaction. Employees are encouraged to try new things and learn from their failures without fear of repercussions in cultures that value adaptability and creativity (Kotter & Heskett, 1992: 75).

Through improving internal communication, organizational culture influences employee satisfaction. Role ambiguity is decreased when roles and duties are clarified by shared practices and beliefs. Teamwork and internal communication are essential in digital firms. Employee happiness and dedication to their work increase when an organization's culture fosters open communication and transparency, underscoring the strategic role that culture plays in creating a positive and effective work environment (Denison, 1990: 21).

Additionally, incorporating digital ideals into the workplace and assisting staff in embracing digital tools and successfully adjusting to technological advancements depend on organizational culture. Employees' capacity to effectively use new technology is improved by cultures that value ongoing education, adaptability, and positive conduct. This has a direct effect on job satisfaction and promotes active engagement in institutional innovation. This demonstrates how corporate culture can connect employee happiness with technology (Schein, 2010: 35).

According to research, a robust and adaptable organizational culture facilitates striking a balance between employee needs and digital performance demands, which raises job happiness and improves long-term organizational stability. Establishments with a clear culture make investments in staff development and match digital values with company objectives, which improves individual-organizational alignment and encourages dedication and constructive conduct (Hofstede, 1998: 61).

2-3 The Relationship Between Organizational Culture and Knowledge Management in the Context of Digital Transformation:

Organizational culture is essential to improving knowledge management in organizations because it creates the behavioral and intellectual framework that permits people to freely exchange knowledge and experiences. Organizational culture affects the degree of openness and transparency within the company, as well as how knowledge is shared and what values and behaviors are appropriate for sharing information amongst teams. Organizations that foster a culture of cooperation, involvement, and ongoing education are better equipped to turn individual knowledge into strategic assets, enhancing overall performance and fostering the internal talents of staff members (Nonaka & Takeuchi, 1995: 62).

Organizational culture is even more important in the context of digital transformation since organizations depend on staff members who can effectively handle and use digital information. Employees may share knowledge efficiently and effectively in organizations that value openness, creativity, and flexibility. These organizations also create an atmosphere that supports the testing and trial of new digital solutions. In addition to encouraging everyday performance, this kind of culture helps create long-lasting institutional procedures and gives businesses a competitive edge by using digital knowledge to inform strategic choices (Alavi & Leidner, 2001: 112).

The desire of employees to engage in knowledge management procedures is directly impacted by the culture of the organization. Employees are more likely to share knowledge without fear of losing a competitive edge or recognition for their efforts when they work with values that foster trust and transparency. Companies that foster a culture of ongoing learning encourage staff members to record best practices and disseminate them to peers, boosting institutional capacity for innovation and the creation of cutting-edge digital solutions that meet technology and market demands (Davenport & Prusak, 1998: 45).

Research indicates that corporate cultures that encourage group learning and teamwork greatly enhance knowledge management by creating a setting that encourages the regular exchange and evaluation of concepts and experiences. This is particularly crucial in an environment undergoing digital transformation because of the dependence on digital tools that necessitates collaboration between several teams. Additionally, collaborative effort enhances the institution's ability to innovate and successfully implement learned information (Chiva & Alegre, 2009: 71).

By encouraging staff members to use digital technologies for information gathering, analysis, and sharing within the company, organizational culture combines digital ideals with knowledge management techniques. Organizations that promote innovation and experimentation increase the effectiveness of strategic planning and data-driven decision-making by making knowledge accessible to all and improving response to market changes (Tseng, 2009: 88).

Organizational culture strategically aids in removing obstacles to knowledge management, such as individual information hoarding or inadequate departmental cooperation. In order to improve services and digital processes, increase efficiency, decrease resource waste, and boost competitiveness in the digital market, institutions with a flexible and transparent organizational culture can create efficient channels for knowledge transfer and usage (Gold, Malhotra & Segars, 2001: 38).

In order to increase institutional competitiveness, organizational culture is crucial in inspiring staff to apply knowledge in novel ways. Workers in supportive cultural settings are more inclined to start innovations and enhance institutional procedures in line with the objectives of digital transformation, as well as to exchange and use expertise in digital initiatives (Hislop, 2009: 54).

An institution's capacity to adjust to continuing technological advancements and digital transformation is reflected in the interaction between organizational culture and knowledge management. Cultures that encourage ongoing education and active engagement improve the effectiveness of knowledge management, allowing organizations to conserve important knowledge, build internal capacity, and accomplish strategic goals. In a rapidly changing digital workplace, this relationship between organizational culture and knowledge management serves as the cornerstone for institutional success (Alvesson, 2002: 72).

Part Three: Practical Aspect of the Study

3-1 Analysis of the Demographic Characteristics of the Sample:

A demographic analysis was conducted of the sample to understand the nature of the sample as a representative of the research population and to interpret results related to organizational culture, knowledge management, and job satisfaction; key characteristics included gender, age, education level, years of experience, and job title. One hundred employees from the banking sector in Iraq were randomly selected to be included in the study to provide representation for each job category and management level. The following table summarizes demographic characteristics:

Table 1: Demographic Characteristics of the Sample (N = 100)

Characteristic	Category	Number	Percentage
Gender	Male	60	60%
	Female	40	40%
Age (years)	<30	25	25%
	30–39	40	40%
	40–49	25	25%
	50+	10	10%
Educational Level	Diploma	15	15%
	Bachelor's	55	55%
	Master's	25	25%
	PhD	5	5%
Years of Experience	<5 years	30	30%
	5–10 years	40	40%
	>10 years	30	30%
Job Title	Administrative	25	25%
	Executive	30	30%
	Specialist	35	35%
	Technical	10	10%

The demographic characteristics of the sample were examined to understand the nature of the sample as a representative of the research community, and to interpret the results related to

organisational culture, knowledge management, and job satisfaction. These are things like gender, age, education level, years of experience, and job title that can help explain differences between groups and how these characteristics may influence research variables. A simple random sample was selected of 100 banking employees in Iraq to ensure representation across all jobs and management levels. The following is a summary of the demographic characteristics:

3-2 Measurement of Research Variables (Organizational Culture, Job Satisfaction, and Knowledge Management in the Context of Digital Transformation):

A questionnaire with eight items for each category was used to examine the relationship between knowledge management, job satisfaction, and organizational culture in the context of digital transformation. A 5-point Likert scale (1 being strongly disagree and 5 being strongly agree) was used to measure the responses. To provide comprehensive results, the mean, percentage, and standard deviation for every question were computed.

First: Organizational Culture:

One of the most significant factors influencing employee behavior and company commitment is corporate culture. It consists of the principles, procedures, and attitudes that direct workers' conduct at work. Measurements were made of eight components that reflect the fundamental aspects of corporate culture.

Table 2: Descriptive Statistics for Organizational Culture

Question	Statement	Mean	Percentage	Std. Dev
1	The organization encourages cooperation among employees	4.2	84%	0.65
2	Core values of the organization are clear to everyone	4.0	80%	0.72
3	Management supports innovation and new ideas	3.8	76%	0.81
4	Policies encourage transparency and integrity	4.1	82%	0.68
5	Employees understand the organization's goals and strategy	3.9	78%	0.74
6	Organizational culture supports continuous learning	4.0	80%	0.70
7	There is clear recognition for employees' contributions	3.7	74%	0.85
8	Organizational values reflect a positive work environment	4.1	82%	0.67

According to the table, workers have a favorable opinion of the company culture, which encourages collaboration, creativity, and lifelong learning. The sample as a whole shows general agreement, as evidenced by the comparatively low standard deviations, high percentages (74% and above), and relatively high mean scores (above 3.7).

Second: Job Satisfaction:

Employee comfort levels with regard to the workplace, administrative procedures, professional connections, and rewards are reflected in job satisfaction. To find the level of employee satisfaction, eight items were measured.

Table 3: Descriptive Statistics for Job Satisfaction

Question	Statement	Mean	Percentage	Std. Dev
1	I feel satisfied with the work environment	4.0	80%	0.70
2	I am satisfied with my work rewards	3.6	72%	0.88
3	I am satisfied with promotion opportunities	3.5	70%	0.90
4	I am satisfied with relationships with colleagues	4.2	84%	0.65
5	I am satisfied with management style	3.8	76%	0.80
6	I am satisfied with job content and responsibilities	3.9	78%	0.72
7	I am satisfied with organizational support	3.7	74%	0.82
8	I am satisfied with work-life balance	3.6	72%	0.85

While there is less happiness with prizes and prospects for advancement, the table indicates moderate to high satisfaction with the connections and work environment. Employee opinions vary slightly, as seen by the standard deviation.

Third: Knowledge Management in the Context of Digital Transformation:

Knowledge management, especially in the context of digital transformation, shows how well an organization gathers, disseminates, and uses information. To evaluate its efficacy, eight items were examined.

Table 4: Descriptive Statistics for Knowledge Management in the Context of Digital Transformation

Question	Statement	Mean	Percentage	Std. Dev
1	I can easily access required digital information	4.1	82%	0.68
2	Knowledge sharing among employees is encouraged	3.9	78%	0.75
3	Organizational knowledge is well preserved and managed	3.8	76%	0.80
4	Digital tools are used to facilitate knowledge management	4.0	80%	0.72
5	Organizational culture supports learning from mistakes and past practices	4.1	82%	0.65
6	I benefit from colleagues' experiences to improve my work	3.9	78%	0.70
7	Management encourages experience sharing across departments	3.8	76%	0.78
8	Digital knowledge is available to everyone when needed	4.0	80%	0.69

With good digital facilitation and encouragement of experience sharing, the table shows quite successful knowledge management. Moderate standard deviations show minor variations in employee viewpoints, however high means and percentages imply a favorable assessment.

3-3 Hypothesis Testing:

The research hypothesis is tested in this section: "Organizational culture and job satisfaction have a positive and statistically significant relationship, and employees in the Iraqi banking sector under digital transformation are better at managing their knowledge." This hypothesis is fundamental for understanding how employee satisfaction and the effectiveness of knowledge management are influenced by the cultural environment of financial institutions, particularly regarding the use of digital tools and technologies. The three variables were studied using a structured questionnaire, and the strength, direction, and statistical significance of the correlations were assessed using statistical techniques such as simple correlation analysis and both simple and multiple linear regression. To clarify the relationship between organisational culture and knowledge management, as well as between organisational culture and job satisfaction, correlation coefficients were calculated. Multiple regression evaluated the overall effect of organizational culture on both dependent variables, whereas simple regression estimated the effect of organizational culture on each dependent variable separately. The threshold for statistical significance was 0.05 ($p < 0.05$).

Table 5: Descriptive Statistics for Testing the Relationship Between Organizational Culture, Job Satisfaction, and Knowledge Management

Relationship	Correlation (r)	p-value	Regression (β)	Significance
Organizational Culture – Job Satisfaction	0.678	0.000	0.672	Significant
Organizational Culture – Knowledge Management	0.712	0.000	0.705	Significant
Organizational Culture – Job Satisfaction + Knowledge Management (Multiple Regression)	0.734	0.000	0.730	Significant

The hypothesis was confirmed by SPSS analysis, which revealed a definite positive correlation between job satisfaction and organizational culture ($r = 0.678$, $\beta = 0.672$, $p = 0.000$). There was an even larger correlation with knowledge management ($r = 0.712$, $\beta = 0.705$, $p = 0.000$). Multiple regression demonstrated organizational culture's strategic dual influence by confirming that it accounts for 73% of the shared variance in both dependent variables ($r = 0.734$, $\beta = 0.730$, $p = 0.000$).

Part Four: Conclusions and Recommendations

4-1 Conclusions:

1- In Iraqi banking institutions, organizational culture is crucial in determining everyday procedures and employee behavior. Knowledge management and work happiness are positively impacted by cultures that value collaboration, creativity, openness, and ongoing learning. Employee appreciation of the importance of a positive cultural environment is demonstrated by high mean scores (above 3.7) and percentages (above 74%). One strategic way to improve institutional performance, especially in the context of digital transformation, is to invest in a strong organizational culture.

2- Job satisfaction and organizational culture have a strong, statistically significant positive relationship ($r = 0.678$, $p = 0.000$; $\beta = 0.672$), suggesting that workers in supportive cultural environments are more satisfied with their jobs, rewards, opportunities for growth, and professional relationships.

3- Knowledge management is substantially influenced by organizational culture ($r = 0.712$, $\beta = 0.705$, $p < 0.05$), indicating that organizations that promote ongoing learning and knowledge exchange are more adept at efficiently organizing, disseminating, and using information. Adoption of digital tools is also facilitated by a positive culture, which increases the advantages of the organization.

4- The dual strategic influence of organizational culture is demonstrated by multiple regression analysis, which shows that it accounts for almost 73% of the shared variance in knowledge management and job satisfaction. Enhancing company culture does more than just boost worker satisfaction.

5- Clear policies encouraging ongoing learning, information exchange, and efficient use of digital tools are necessary to promote a healthy organizational culture. The moderate standard deviations of rewards underline the necessity for digital training, the growth of human resources, and contribution inducements to align the philosophy with real-world application.

4-2 Recommendations:

1- Develop projects and programs to improve organizational culture in Iraqi banks through positive culture (innovation, collaboration, openness) with workshops on organizational principles, training on leadership and communication skills, and policies that increase commitment and engagement. These initiatives help ensure the successful execution of digital practices, enhance employee engagement, and create an energizing workplace.

2- Resolving variations in job satisfaction related to career development and rewards; banks must be clear about promotion paths, professional development programs, and incentives and compensation. Continued training and skills development support enhances work-life balance and long-term job satisfaction.

3- Equipping with knowledge management systems that enable the digitalization of transformation and provide digital means for sharing, archiving, and retrieving information; when employees are able to utilize these technologies effectively in their work and exchange knowledge across departments more efficiently, errors will be reduced and operational efficiency increased while data-driven decision-making becomes easier.

4- Embrace technology by integrating the company culture into digital transformation programs, fostering creative environments where employees can develop digital solutions for the company, and incorporating systems of ongoing learning. This creates robust cognitive abilities and enables sustainable organizational growth.

5- Organise continuous training initiatives to improve employee skills with modern technologies, knowledge management, and digital adaptation in workplace settings (covering all tools, resources, and ways to work together). Periodic reviews are necessary to ensure the benefits are being realized and to create a culture of learning and skill development aligned with strategic goals.

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