
ORGANIZATIONAL LEARNING AND ITS ROLE IN THE SUCCESS OF DIGITAL TRANSFORMATION STRATEGIES IN GOVERNMENT BANKS

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Abstract

The importance of the current research arises from the importance of the sector under study, as the banking sector is considered one of the important and basic sectors in building the economies of countries and their development, as it is considered the cornerstone of the economies of developed countries, and to work on developing this important sector, the aim of the research is to explain the role that organizational learning plays in the success of digital transformation strategies. For the banks as a sample of the research, the research started from a main question that said (What role does organizational learning play in the success of digital transformation strategies for government banks?), and therefore the research assumed several assumptions, the most important of which was: (Organizational learning has a direct, statistically significant impact on digital transformation strategies for banks. government sector).

The current research adopted the descriptive analytical approach, and relied in the process of collecting data on a questionnaire, which was distributed to the senior and middle managements of Iraqi government banks as a purposive sample for the research. The researcher distributed (180) questionnaires, from which he retrieved (163) questionnaires, and the ones that were suitable for analysis were (150) Questionnaire. The researcher used many statistical methods to analyze the data, the most important of which was the simple Pearson correlation to find out the matrix of correlations between the variables and dimensions of the research, in addition to simple linear regression to analyze the direct effect hypotheses, through the use of the statistical package program (spss.v.26). The research reached several results, the most important of which was: Organizational learning plays an important and fundamental role in the success of digital transformation strategies in the government banking sector. Therefore, the research recommended several recommendations, the most important of which was: Increasing interest in organizational learning processes in Iraqi government sector banks through increasing cooperation between These banks and the establishment of joint workshops and training courses between

the banks are a sample of the research and work to encourage workers to share knowledge among themselves.

Keywords: organizational learning, digital transformation strategies.

Introduction

The banking sector is one of the basic and important sectors in building and developing national economies, as it forms the cornerstone of the economies of developed countries. Therefore, developing this vital sector is essential. This research aims to determine the role of organizational learning in the success of digital transformation strategies in government banks. The main question that the research seeks to answer is: "What role does organizational learning play in the success of government banks' digital transformation strategies?" The research assumes that organizational learning has a direct, statistically significant impact on digital transformation strategies in the government banking sector.

With the continuous development in customer expectations and rapid changes in the global market, banks must adopt effective digital transformation strategies to maintain their competitiveness. Organizational learning is defined as the process of acquiring and transferring knowledge within organizations, leading to positive behavioral changes and increased productivity. This research explores the impact of organizational learning dimensions such as managerial commitment, systems perspective, openness and experimentation, and knowledge transfer and integration on digital transformation strategies in government banks.

The first section: research methodology

:First: the research problem

:The research problem consisted of the following questions

- 1- 'What role does organizational learning play in the success of government banks' digital transformation strategies
- 2- What role do the dimensions of organizational learning play in the success of digital transformation strategies for government banks
- 3- To what extent are the dimensions of the research variables available in the researched banks

:Second: The importance of research

:The importance of the research is as follows

- 1- Explaining the role of organizational learning in the success of digital transformation strategies in government sector banks
- 2- Explaining the role played by the dimensions of organizational learning in the success of digital transformation strategies in the investigated banks
- 3- Explaining the level of availability of the main variables and sub-dimensions of the study in government sector banks

:Third: Research objectives

- 1- The research aims to understand how organizational learning can affect the effectiveness of implementing digital transformation strategies in government banks.
- 2- ,The research includes studying the various dimensions of organizational learning ,such as administrative commitment, systems perspective, openness and experimentation knowledge transfer and integration, and how these dimensions affect the success of digital transformation.
- 3- The research seeks to measure the extent of the existence and application of organizational learning dimensions and digital transformation strategies in Iraqi government banks.
- 4- The research aims to provide practical and implementable proposals to enhance organizational learning processes, which contributes to improving the performance of government banks in implementing digital transformation strategies.
- 5- The research aims to enhance a work environment that encourages the exchange of knowledge and experiences among employees to increase efficiency and successfully achieve digital transformation

:Fifth: Hypothetical research plan

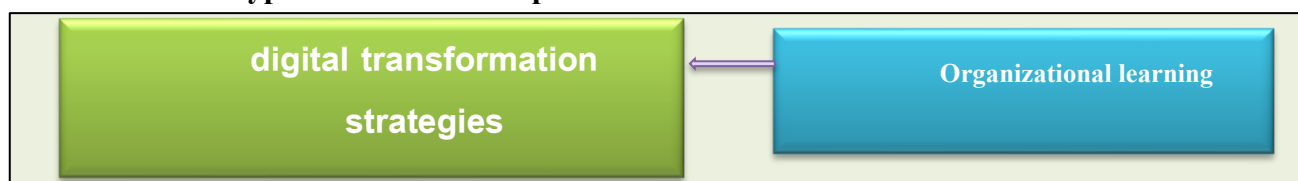


Figure (1) Hypothetical diagram

Source: Prepared by the researcher

:Fourth: Research hypotheses

The main hypothesis : Organizational learning has a direct, statistically significant impact .on the digital transformation strategies of government sector banks

:It branches out from

- أ- **The first sub-hypothesis:** Administrative commitment has a direct, statistically .significant effect on the digital transformation strategies of government sector banks
- ب- **The second sub-hypothesis:** The systems perspective has a direct, statistically .significant impact on the digital transformation strategies of government sector banks
- ت- **The third sub-hypothesis:** Openness and experimentation have a direct, statistically .significant impact on the digital transformation strategies of government sector banks
- ث- **,The fourth sub-hypothesis :** Knowledge transfer and integration has a direct statistically significant impact on the digital transformation strategies of government sector .banks

The second topic: theoretical literature**:First: The theoretical literature of organizational learning**

Organizational learning first appeared as a vision for making management decisions in organizations so that organizations that aspire to obtain a competitive advantage in this global context must faster their and the best way to do this is to make their employees learn and share what they have learned with others and thus Make their) learning useful to themselves and others Hariharan & Vivekanand , 2018 . (Organizational learning can be considered as a set of processes and activities that occur in , organizations to obtain and transfer knowledge, which leads to positive behavioral changes improved productivity, and increased knowledge and understanding within the) organizational context Kanwal et al. 2017) It is also known, according to .(Lenart-Gansiniec , 2019 as a group of behaviors , (And procedures taken in Organization Which You will allow For the organization By learning And adaptation with changes Environmental external And the interior from Okay Preservation on feature Competitive Sustainable and useable resources Knowledge current) And enriching it , while Do & Mai, 2020 defined organizational learning in general as the processes of gaining new insights (.from experiences that affect behaviors and the organizational dynamics of the organization Organizational learning is an essential process for improving the work of organizations) through their understanding of the work environment and adapting to it Puranam & Maciejovsky , 2017 In addition, it helps in understanding learning processes at the level . () of the team, organization, and joint organizations Moraes et al, 2019 while it was , () explained Kezar & Holcombe, 2019 That organizational learning is an important tool for (facilitating change in organizations, Organizational learning also enables organizations to) gain a sustainable competitive advantage Do & Mai, 2020 and also helps to adapt and , (continuously improve managers' ideas to strive for survival And continue in the current) turbulent Tabrizinia , 2016 and organizational learning contributes to the formation of (a cognitive structure on Various levels within the organization. In addition, it helps avoid making repeated mistakes and develops the self-confidence of individuals within the through their acquisition of new experiences and adds to the organization the ability to open) up to the external environment Scott, 2011 .(

There are many important factors in influencing organizational learning from the : researchers' viewpoints, and among these factors are the following: (**1) Empowerment**(Yuesti & Sumantra , 2017) confirm that empowerment has an important role in) organizational learning, and Jamali et al, (2009) and (Greenberg & Baron, 2003 show a (strong positive relationship between the main characteristics of empowerment and organizational learning, where it can be said that empowerment allows for the sharing of power, self-efficacy, and open communication that inspires individuals to continue their learning process, to pursue development opportunities, and to adapt change that is reflected at the level of learning. Organizational, **(2) Management style** : Management style has an) important impact on organizational learning from different points of view Ogbonna & Harris, 2000 as it can be said that management style has a decisive role in supporting ,() organizations to achieve their goals and encouraging organizational learning Popper & Lipshitz , (2000 where management can impose and encourage some behavioral patterns , (

among employees that help in creating an appropriate learning climate, **(3) Strategic orientation** : Alhawamdeh & Alsmairat , 2019 confirmed that strategic orientation (constitutes a strong indicator of the organization's performance and can support organizational learning in ways Different, in addition, there is important empirical evidence that strategic orientation can encourage the organization to ratify the compatibility between the various capabilities in the organization in order to adapt and implement innovation to be) more ecologicalThumrungrroje & Racela , 2013) **Business agility** : sees **(4)** ,(Lee & Lee, 2017 that business agility is reflected as an organizational capability that supports (organizational learning and helps the organization interact and deal with change in the .business environment

The current research relied on the dimensions presented by(Gomez et al, 2005) for organizational learning, which are as follows: **(1) Administrative commitment** : It is the process of management realizing the importance of learning and thus developing a culture that enhances knowledge acquisition, creation, and transfer as basic values of the) .organizationZahro & Pengestuti , 2022 **Systems perspective** : It is the process of **(2)** , (bringing together the organization's management and its employees around a common identity in such a way that all parts of the organization (management and employees) have a clear vision of its goals and how to help develop the organization, **(3) Openness and experimentation** : It is the process of generating a climate that welcomes the arrival of new ,ideas and points of view, whether internal or external, which allows for the renewal ,expansion, and improvement of individual knowledge constantly, thus enhancing creativity . the ability to venture, and the willingness to take controlled risks by trying out new ideas **Knowledge transfer and integration** : Transfer means the internal dissemination of **(4)** knowledge acquired at the individual level, mainly through conversation, relationships and interaction between individuals and work on its integration , which leads to the creation of .a collective body of knowledge rooted in organizational culture and work processes

:Second: The theoretical literature on the variable digital transformation strategies

With the continuous change in customer expectations, organizations in various parts of the world face difficult challenges in the new digital era to remain competitive(Hess et al., 2016) and thus digital transformation strategies study the ability of digital technology to bring , ...about a radical transformation in the way organizations work in terms of providing Services to customers. In addition, it provides strategies for leaders to grow their organizations faster (Treceñe, 2021) as digital transformation strategies are defined as an , organizational activity that significantly increases the competitiveness of current businesses or pursues new growth opportunities by proactively responding to changes in the business environment(Kearney, 2016) while he defined them as , (Mark, 2017) as the process of intensive use of information technology with the aim of achieving development and improving the organization's performance and its position in the labor market, and he added (Hadi & Hmood, 2020) Another definition believes that digital transformation strategies are nothing but the development and improvement of business models and activities, and(Lee, 2020) defined it as the use of digital technology to improve business processes or improve .customer service

Recently, it has become clear that organizations must participate in new information technologies by formulating strategies that embrace the effects of digital transformation and lead to better operational performance, as digital transformation has the analytical ability of .big data and provides many opportunities for traditional organizations(Fang et al., 2020) , and(Downes & Nunes , 2013) believe that the benefits of digital transformation strategies are increased sales, innovations in value creation, as well as new forms of interaction with customers, and as a result, business models can be completely reshaped and replaced, In ,addition(Ghosh et al., 2018) emphasized that an organization's sustainable competitive advantage can only occur through innovation and strategic change that takes place through digital technology, and therefore digital technology constantly defines society in the modern world, where the digitization of organizations is moving away. From being innovative to become part of its basic functions(Morrison, 2016) and based on the above, in order to , implement digital transformation strategies in organizations, it is necessary to upgrade the .information technology infrastructure in the organization in question(Kane et al., 2015) . Since organizations need to quickly adapt to the digital era in order to gain competitive advantages and provide added value to their customers, based on digital transformation strategies(Korachi & Bounabat, 2019) and therefore they face a problem that most of these , organizations do not know where to start with digital transformation strategies. To solve this problem(Ross et al., 2016) presented four stages of successful digital transformation strategies, which are: (1) The digital strategy should focus either on customer engagement or digital solutions, (2) acquiring new skills and capabilities, (3) investing in the operational .backbone of the organization, (4) developing the digital services backbone Regarding the dimensions of digital transformation strategies adopted in the current research, it was based on the dimensions that everyone agreed upon(Benlian et al., 2016) , (Ghosh et al., 2018) ,(Hadi & Hamood, 2020) There are four basic dimensions, which are as follows: **(1) Use of technology** : These are the skills, experiences, and accumulated knowledge, as well as the organizational and administrative tools, means, and materials available for use. **(2) Value creation chain** : This dimension relates to a specific scope, such as the scope of transformation, the goal (developing solutions to problems in a timely .manner), and the value creation mechanism (how to translate an increase in the digital level) (to value for the organization) in addition to the key performance indicators addressed by digital transformation, **(3) Structural changes** : Structural changes become required for the organization to allow new value creation activities enabled through new technologies. These changes may be in the form of business processes, the acquisition of new skills, or the development of sequences. The new organizational hierarchy in the organization, **(4) the financial aspect** : It is concerned with providing the financial resources necessary to bear .the costs and potential risks of digital transformation strategies

The third topic: the practical aspect

:First: Normal distribution test

Table (1) below shows the results of the normal distribution of the research data, and it is clear that all the data for skewness and oblateness were critical ratio values within the) specified range, which is-1.96 to+1.96 Therefore, this supports the assumption that .(

states that the data for the research variables were taken from a population characterized by .Its data has a normal distribution

Table (1) Test of normal distribution of research data

Critical ratio	Std.	Flatness	Critical ratio	Std.	The twist	Distance	
.557	.394	1.413	-.240	.198	-1.211	Administrative commitment	Organizational learning
.628	.394	1.593	-.265	.198	-1.340	Systems perspective	
.274	.394	.696	-.208	.198	-1.051	Openness and experimentation	
.378	.394	.959	-.234	.198	-1.183	Knowledge transfer and integration	
.166	.394	.421	-.183	.198	-.923	Use of technology	Digital transformation
.275	.394	.697	-.229	.198	-1.156	Value creation chain	
.440	.394	1.117	-.248	.198	-1.251	Structural changes	
.319	.394	.809	-.225	.198	-1.135	Financial aspect	

Source: Prepared by the researcher based on the outputs of thespss.v.26 program

:Second: Data stability test

It is clear from Table (2) that all Cronbach alpha coefficients for the dimensions and for the) main variables of the research were greater than .7 and therefore they are statistically , (.acceptable and indicate that the scale is characterized by consistency and internal stability

Table (2) Cronbach's reliability coefficient alpha

Cronbach's alpha coefficient for the scale	Cronbach's alpha for the dimension	Distance	
.946	.820	Administrative commitment	Organizational learning
	.831	Systems perspective	
	.821	Openness and experimentation	
	.868	Knowledge transfer and integration	
.954	.834	Use of technology	Digital transformation strategies
	.839	Value creation chain	
	.837	Structural changes	
	.870	Financial aspect	

Source: Prepared by the researcher based on the outputs of thespss.v.26 program

:Third: Statistical description of the research variables

1- :Organizational learning variable

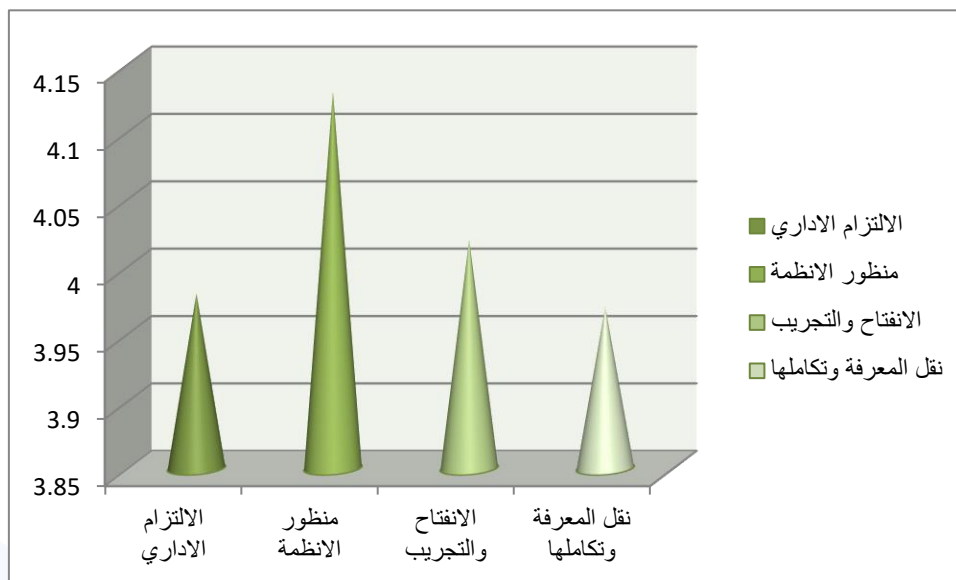
Table (3) below shows the statistical description of the organizational learning variable and its dimensions in Iraqi government sector banks with a sample size of 150 respondents. It is also clear that the systems perspective ranked first among the dimensions of the organizational learning variable, with an average of 4.13 and a standard deviation of (.910). While knowledge transfer and integration occurred in last place with a mean of 3.97 and a deviation of (.993 the organizational learning variable in general obtained an average of 4.03 and a standard deviation of (.945).

Table (3): Description of the organizational learning variable

	Commitment Administrative	perspective Systems	Openness And experimentation	transfer Knowledge And integration	Organizational learning
Sample size	150	150	150	150	150
Missing data	0	0	0	0	0
Arithmetic mean	3.98	4.13	4.02	3.97	4.03
Standard deviation	.930	.910	.945	.993	.945
Relative importance	.80	.83	.80	.79	.81
Answer level	high	high	high	high	high
Ordinal importance	3	1	2	4	-----

Source: Prepared by the researcher based on the outputs of the spss.v.26 program

Figure (2) below shows the levels of organizational learning dimensions according to the arithmetic averages

**Figure2 Levels and dimensions of organizational learning (**

:SourceMicrosoft Excel 2010 output

2- :Variable digital transformation strategies

Table (4) below shows the statistical description of the digital transformation strategies variable and its dimensions in the banks of the research sample, with a sample size of 150

respondents. It is also clear that structural changes are ranked first among the dimensions () of the digital transformation strategies variable, with an average of 4.02 and a standard () deviation of .971). While the use of technology ranked last among the dimensions, with a () mean of 3.62) and a deviation of (.907 the digital transformation strategies variable in ,() general obtained a mean of 3.85) and a standard deviation of (.966 .(

Table 4: Variable description Digital transformation strategies

	Use Technology	series create Value	Changes Structural	side Financial	Digital transformation strategies
Sample size	150	150	150	150	150
Missing data	0	0	0	0	0
Arithmetic mean	3.62	3.81	4.02	3.93	3.85
Standard deviation	.907	.986	.971	1.001	.966
Relative importance	.72	.76	.80	.79	.77
Answer level	high	high	high	high	high
Ordinal importance	4	3	1	2	-----

Source: Prepared by the researcher based on the outputs of the spss.v.26 program

Figure (3) below shows the levels of dimensions of the digital transformation strategies : variable in government banks

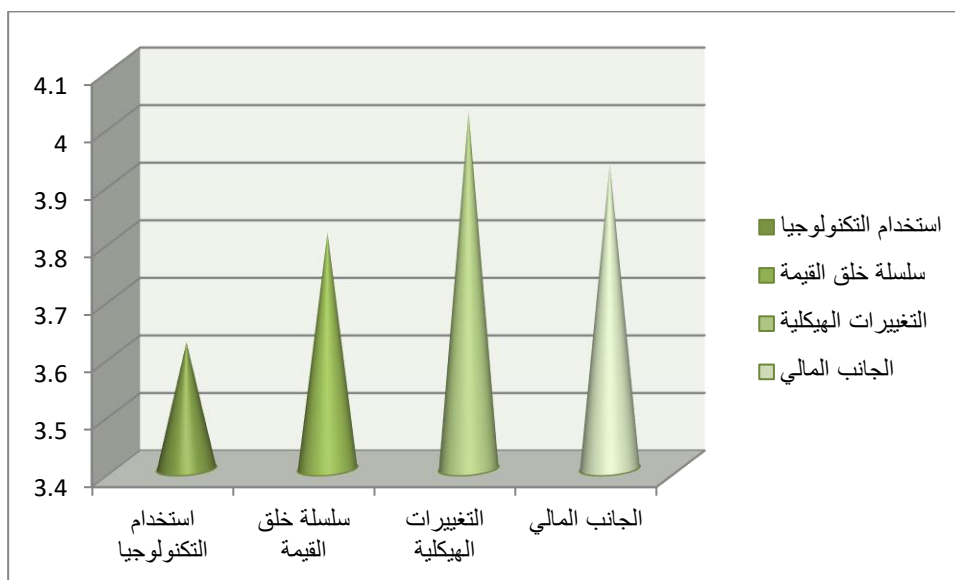


Figure (3): Levels and dimensions of digital transformation strategies

:SourceMicrosoft Excel 2010 output

:Fourth: Testing hypotheses**1- :Testing the correlations between the study variables**

It is clear from Table (5) of the correlation matrix between the organizational learning variable and its dimensions and the digital transformation strategies variable that all correlations were statistically significant at a significant level.05 (.

Table (5) matrix of correlations between the organizational learning variable and its dimensions with digital transformation strategies

		Commitment Administrative	perspective Systems	Openness And experimentation	transfer Knowledge And its integration	Learning Organizational
Strategies Transformation Digital	Pearson Correlation	.810 **	.796 **	.820 **	.904 **	.914 **
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	150	150	150	150	150

spss.v.26 output**2- :Testing hypotheses of influence**

The main impact hypothesis : Organizational learning has a direct, statistically significant impact on the digital transformation strategies of government sector banks

Table (6) below shows the regression model for the main hypothesis. It is clear from the table that the coefficient of determination for organizational learning reached.84 which, () indicates that organizational learning is able to explain.84 of the changes that occur in () the digital transformation strategies variable.16 Of the changes that occur in digital () transformation strategies, they are due to other variables. The beta valueB in the model () reached.957) with a significance of (.000 which indicates that changing organizational, (learning by one unit will improve the transformation strategies. Digital in government sector) banks by.957 .(

.Based on the above results, the hypothesis is accepted

Table (6): Simple regression model for the main hypothesis

Digital transformation strategies					Organizational learning
Moral	F	T	R2	Y= .143 + .957 x	
.000	751.315	27.414	.84	.143 A	
				.957 B	

Source: Prepared by the researcher based on the outputs of thespss.v.26 program

:It consists of four sub-hypotheses

ج- The first sub-hypothesis: Administrative commitment has a direct, statistically significant effect on the digital transformation strategies of government sector banks

Table (7) below shows the regression model for the first sub-hypothesis. It is clear from the table that the coefficient of determination for administrative commitment reached.66 , () which indicates that administrative commitment is able to explain.66 of the changes that () occur in digital transformation strategies in The banks are the research sample. As for.34

the changes that occur in the variable of digital transformation strategies are due to other , () variables. The value of betaB) in the model reached (.786) with a significance of (.000 which means that the administrative commitment changed by one unit. It will improve , () digital transformation strategies by.786 .(

.Based on the above results, the hypothesis is accepted

Table (7): Simple regression model for the first sub-hypothesis

Digital transformation strategies					Administrative commitment
Moral	F	T	R2	Y= .868 + .786 x	
.000	282.879	16.819	.66	.868	
				.786	B

Source: Prepared by the researcher based on the outputs of thespss.v.26 program

ح- **The second sub-hypothesis:** The systems perspective has a direct, statistically significant impact on the digital transformation strategies of government sector banks Table (8) below shows the regression model for the second sub-hypothesis. It is clear from () the table that the coefficient of determination for the systems perspective reached.63 , () which indicates that the systems perspective is able to explain.63 of the changes that () , occur in the digital transformation strategies variable. In the investigated banks.37 of the (changes that occur in digital transformation strategies are due to other variables, and the () value of betaB) in the model reached (.789) with a significance of (.000 which means , (that changing the systems perspective by one unit will improve of digital transformation () strategies by.789 .(

.Based on the above results, the hypothesis is accepted

Table (8): Simple regression model for the second sub-hypothesis

Digital transformation strategies					Systems perspective
Moral	F	T	R2	Y= .739 + .789 x	
.000	256,265	16.008	.63	.739	
				.789	B

Source: Prepared by the researcher based on the outputs of thespss.v.26 program

خ- **The third sub-hypothesis:** Openness and experimentation have a direct statistically significant impact on the digital transformation strategies of government sector banks

Table (9) below shows the regression model for the third sub-hypothesis. It is clear from the () table that the coefficient of determination for openness and experimentation reached.67 , (which leads to the fact that openness and experimentation in government banks is able to () explain.67 of the changes that occur in the variable Digital Transformation Strategies As () for.33 the changes that occur in digital transformation strategies are due to other , () variables. The value of betaB) in the model reached (.783) with a significance of (.000 which means that changing openness and experimentation by one unit will improve of , () digital transformation strategies by.783 .(

.Based on the above results, the hypothesis is accepted

Table (9): Simple regression model for the third sub-hypothesis

Digital transformation strategies					Openness and experimentation
Moral	F	T	R2	Y= .849 + .783 x	
.000	304.562	17.452	.67	.849 .783	
				A B	

Source: Prepared by the researcher based on the outputs of thespss.v.26 program

3- **,The fourth sub-hypothesis** : Knowledge transfer and integration has a direct statistically significant impact on the digital transformation strategies of government sector .banks

Table (10) below shows the regression model for the fourth sub-hypothesis. It is clear from the table that the coefficient of determination for knowledge transfer and integration reached (.82) which indicates that knowledge transfer and integration is able to explain (.82 of () the changes that occur in the strategies variable. Digital transformation: As for.18), the changes that occur in the digital transformation strategies in the banks studied are due to other variables. The value of beta (B) in the model reached (.821) with a significance of (.000 ,which means that the transfer and integration of knowledge has changed. By one unit ,() it will improve digital transformation strategies by.821 .(

.Based on the above results, the hypothesis is accepted

Table (10): Simple regression model for the fourth sub-hypothesis

Digital transformation strategies					Knowledge transfer and integration
Moral	F	T	R2	Y= .728 + .821 x	
.000	660.076	25.692	.82	.728 .821	
				A B	

Source: Prepared by the researcher based on the outputs of thespss.v.26 program

Section Four: Conclusions and recommendations

First: conclusions

1. The impact of organizational learning The research confirmed that organizational learning has a significant impact on the success of digital transformation strategies in government banks. The ability to learn and adapt quickly provides a competitive advantage essential for the development of the sector.
2. Administrative CommitmentThe study showed that administrative commitment to learning is crucial. Managers who value and encourage continuous learning create a culture that supports digital transformation efforts.
3. Systems perspective Incorporating a systems perspective, where all parts of the organization share a clear identity and goals, enhances the effectiveness of digital transformation initiatives.
4. Openness and experimentation Creating an environment that welcomes new ideas and perspectives, whether internal or external, fosters innovation and risk-taking, and is essential for the success of digital transformation.

5. Knowledge transfer and integration: The effective spread of knowledge within an organization leads to a collective knowledge base that supports continuous improvement and innovation

Second: Recommendations

1. Enhancing organizational learning processes Government banks must focus on improving organizational learning processes by enhancing cooperation and organizing joint workshops and training courses between banks.
2. Encouraging knowledge sharing Employees should be encouraged to share their knowledge and experience to build a strong knowledge base.
3. Promoting a culture of learning Managers must build a culture that values continuous learning and adaptation, which is crucial to the success of digital transformation strategies.
4. Invest in training programs Regular training programs must be implemented to update employees with the latest technologies and best practices in digital transformation.
5. Adopting a systems perspective Banks must adopt a systems perspective to ensure that all parts of the organization are aligned on common goals, enhancing the effectiveness of digital transformation efforts.

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