



Digital organisational culture, digital transformation, and employee attitudes in a selected consumer goods company

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DECLARATION

I, Andiswa Sibamba, confirm that this mini dissertation titled “Digital Organisational Culture, Digital Transformation and Employee Attitudes in a Selected Consumer Goods Company” reflects my own work. I declare that the views expressed are my own and, where applicable, I have cited relevant literature and included proper references.

Furthermore, I also declare that the content of this thesis was solely for the purpose of this study and will not be used for submission to any other higher education institutions.

DEDICATION

This research paper is dedicated to my spouse, children, and all loved ones who have always believed in me, as well as to young children growing up in small towns like mine. If you can dream it, you can achieve it.

PREFACE

- This mini thesis submission is in the form of a research article.
- Additionally, this first chapter is a revision of the research proposal, which was approved and communicated in the present tense.
- The chapters consist of various reference lists
- This mini dissertation adhered to the guidelines of the postgraduate studies within the Master's in Business Administration programme at North-West University, Potchefstroom Campus.
- Additionally, the mini-dissertation's referencing style conforms to the Publication Manual (6th edition) of the American Psychological Association (APA).
- This mini dissertation comprises four chapters. Chapter 1 serves as an introduction to the research article; chapters 2 and 3 contain the research articles; and chapter 4 presents the conclusion, limitations, and recommendations.

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ABSTRACT

Digital transformation plays a critical part in the organisation's digital strategy, underscoring the need for policymakers to understand its impact on organisational digital culture, digital competency, commitment to digital transformation, and employee job satisfaction and organisational dedication. This study examined the role of digital organisational culture, digital competency, and commitment to digital transformation within a specific consumer goods company. The study is based on the Dynamic Capabilities theory and the Digital Maturity Model framework. A quantitative, cross-sectional design was used to gather data from 129 employees at a South African consumer goods company. Data analysis employed SPSS 27 for coding and SmartPLS 3 for analysis. The findings reveal a mediating relationship among digital organisational culture, digital competency, and commitment to digital transformation. Furthermore, the findings also indicate that digital competency does not moderate the relationship between digital organisational culture and job satisfaction, which remains negative and statistically insignificant. Additionally, the results suggest a positive but statistically insignificant relationship among digital competency, organisational culture, and commitment to digital transformation. The findings improve the theoretical understanding of the Dynamic Capabilities theory and the Digital Maturity Model and add to the organisational behaviour literature. Furthermore, policymakers should adopt an integrated approach and actively promote collaborative digital transformation by developing a change management plan and ensuring leadership encourages the right behaviours to support the change.

Key terms: Digital Organisational Culture, Digital Competency, Commitment to Digital Transformation, Job Satisfaction.

LIST OF ABBREVIATIONS

NWU- North West University

4IR- Fourth Industrial Revolution

AI- Artificial Intelligence

APA- American Psychological Association

CCBA- Coca-Cola Beverage Africa

CCBSA- Coca-Cola Beverage South Africa

FMCG- Fast Moving Consumer Goods

HR- Human Resources

IoT- Internet of Things

POPIA- Protection of Personal Information Act

ROI- Return on Investment

SDGs- Sustainable Development Goals

SME- Small and Medium-sized Enterprises

AV- Average Variance Extracted

CA- Cronbach's Alpha

CFA- Confirmatory Factor Analysis

SPSS- Statistical Package for the Social Sciences

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CHAPTER 1 : INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

The significant rise of digital technology makes demands on many organisations to adapt their environments plus adopt digital technology by re-evaluating their strategies and business models, making the necessary changes to their operating models (Ciruskabiri & Varnaseri, 2023). Technology requires business leaders to drive digital capabilities that enhance their HR practices by prioritising strategies that improve employee performance and foster organisational commitment (Qiao, Li & Hong, 2024; Al_Kasasbeh, 2024). Furthermore, digital transformation has created a need for organisations to cater to customer needs in an agile manner, thereby enabling them to achieve high customer-centricity by combining customer-centricity together with digital transformation, thereby reinforcing customer trustworthiness and advancing a competitive advantage (Gültaş, 2023).

To meet customer expectations and ensure competitiveness, businesses must continually evolve; therefore, organisations must transform their complex and abstract concept of organisational culture to benefit not only the organisation but also its employees and customers and to ensure business development in the digitalised world (Vlasenko, Havrylchenko & Lypovyi, 2023). In many instances, organisations do not acknowledge the impact of digitalisation, its integral role in transforming their organisational culture, or the important part their employees play in the journey to go digital (Bellantuono, Nuzzi, Pontrandolfo & Scozzi, 2021). The reality is that digital transformation projects come with change, which will require the organisation's people to adapt to the new processes, new organisational culture, and new technologies of the digital transformation journey.

Digital technology has also become a crucial focus for underdeveloped Fast Moving Consumer Goods (FMCG) markets such as South Africa, highlighting the need for these organisations to adopt technology to improve their digital infrastructure, customer-focused technologies, and regulatory support (Tibokbe & Shankar, 2025; George & George, 2023). Consequently, Hweshure, (2022) examined that digital transformation has compelled many organisations to review their business strategies and operational

frameworks to secure an advantage and promote sustainability within the FMCG industry. The South African economy benefits a lot from the FMCG industry, with many organisations primarily focused on their supply chain functions or departments. FMCG organisations continually seek innovative ways to improve how their supply chains are managed, aiming to gain an edge over the competition (Maver, 2019).

Mkhize and Parumasur (2022) emphasised the vital role of HR professionals in South Africa during the transitions associated with the Fourth Industrial Revolution (4IR). Their study recommended that HR professionals develop expertise in analysing and anticipating workforce changes by helping organisations understand technology, design thinking, systems thinking, storytelling, comprehensive workforce strategy as well as the novel domain of task, expertise, including job mapping. The study's conclusions are intended to support HR professionals and policymakers in the South African FMCG sector by exploring how digital organisational culture influences commitment to digital transformation, digital competency, work engagement, and job satisfaction in a selected FMCG company.

1.2 PROBLEM STATEMENT

Several studies (Türk, 2023; Kazim, 2019; Weber, Krehl, & Büttgen, 2022) have shown that leaders of numerous organisations have adopted digital transformation to enhance their business strategies and remain competitive. These changes require businesses to create new business plans and adapt to gain a competitive advantage and enhance customer experience (Khanon, 2023). Consequently, these digital changes have impacted organisational culture, transforming it into a more digital organisation where employees must use digital resources to perform their daily tasks (Pokodi, et al., 2023). Utilising digital resources requires commitment from everyone who uses them to employ the tools effectively and efficiently, enabling the organisation to see a return on investment (ROI) from adopting digital tools (Magnusson, Elliot & Hagberg, 2022). The lack of a clear understanding of the effect of digital practices on workers' dedication to digital change and their influence on work engagement and job satisfaction has resulted in constraints and difficulties in achieving work synergy (Pradana, Silvianita, Syarifuddin & Renald, 2022); (Alieva & Powell, 2023); (Zia, Memon, Mirza, Iqbal, & Tariq, 2025). This has created a need for a better knowledge of digital organisational culture influences commitment to

digital transformation among policymakers and HR professionals, and whether or not the work engagement and job satisfaction of the employees have been positively or negatively impacted by these changes (Sypniewska, Baran, & Kłos, 2023).

This study looks at the South African FMCG industry, which is very important for making food and selling it (Neboh & Mbhele, 2021; Bizcommunity, 2023). It is essential to the South African economy (Tazvivinga & Pooe, 2024), owing to its importance, the industry adopts a resilient supply chain approach to address challenges from the emerging economy and to embrace digital transformation (Alquraish, 2025). Aliyev, (2024) corroborated that technology is now a crucial element of this digital journey, prompting this study to explore how digital organisational culture influences commitment to digital change, digital skills, work engagement, and job satisfaction. The findings helps policymakers and HR professionals assess whether their digital culture supports or hinders digital transformation, employee engagement, and satisfaction. Understanding this impact enables the creation of plans for managing change that foster ongoing commitment to digital initiatives, helping FMCG companies improve staff digital skills, involvement, alongside fulfilment whilst lowering aversion towards transformation.

1.3 RATIONALE AND SIGNIFICANCE OF THE STUDY

This study explores how digital organisational culture influences commitment to digital transformation, digital competency, work engagement, and job satisfaction within a South African FMCG company. Many organisations are pursuing digital transformation to enhance performance and gain a competitive edge. The study adopts the theory of dynamic capabilities, as described by Chen, Li, and Shadid (2024), which concerns how well a company can combine, establish, and then rearrange its internal and external skills to adapt to a rapidly changing world. These qualities help the company evolve, function, and achieve strategic, sustainable performance. The study also highlights that, given the conceptual clarity of this model, examining factors within this framework has the ability to assist firms in leveraging tools that encourage ingenuity and exceptional performance. Additionally, the theory emphasises that organisations need to develop, expand, and improve digital capabilities to meet customer innovation needs, which requires developing unique resources, competencies, knowledge, and technology.

This study is aligned with the Digital Maturity Model (DMM), designed to give companies a detailed view of their digital maturity relative to competitors (Deloitte, 2018). The DMM evaluates digital maturity across five business dimensions: Customer, Strategy, Technology, Operation, Organisation, and Culture. As noted by Ciruskabiri and Varnaseri (2023), digital transformation heavily depends on knowledge, a key asset stored in people's minds. Thus, human resources are very important for leading and realising this transformation. Findings indicate that digital transformation extends beyond technology, encompassing organisational changes that require planning, resources, and rules. An explicit model is therefore essential for guiding this process. The viability of digital transformation hinges on staff capital and their empowerment through knowledge and essential resources.

This study aims to help policymakers and HR professionals understand their organisation's digital culture and commitment to digital transformation, digital competency, work engagement, and job satisfaction in the South African FMCG Industry. This enables policymakers & HR Professionals to implement training and development initiatives to enhance the organisation's commitment to digital transformation and to implement policies and processes that foster employees' digital competency, work engagement, and job satisfaction. Policymakers and HR professionals understand the impact of digital transformation on their organisations, whether positive or negative. This enables policymakers to implement measures that help employees become more adaptable and committed to a digitally transformed organisational culture, thereby enabling the organisation to achieve its goals and objectives.

This study directly influences Goal 9: Industry, Innovation, and Infrastructure, particularly in relation to responsible management and the Sustainable Development Goals (SDGs). Pigola, da Costa, Carvalho, da Silva, Kniess, and Maccari (2021) suggested that policymakers utilise the SDG 9 objectives as a guide to support and attain their digital transformation by enhancing investment planning for new digital products, thereby promoting greater innovation for SDG progress.

1.4 OBJECTIVES OF THE STUDY

1.4.1 Aim of the research (Primary Objective)

Examining how digital organisational culture affects dedication, digital competency, work engagement, and job satisfaction at a selected South African FMCG company to digital transformation is the goal of the study.

1.4.2 Secondary research objectives:

- To determine the relationship between digital organisational culture and commitment to digital transformation.
- To assess the correlation between digital organisational culture and work engagement.
- To examine the associations between digital organisational culture and job satisfaction.
- To determine the role of digital competency in the relationship between digital organisational culture and commitment to digital transformation.

1.5 RESEARCH QUESTIONS

Based on the study's objectives, the study aims to answer the research questions below.

- How does digital organisational culture influence employees' commitment to digital transformation?
- What is the correlation between digital organisational culture and work engagement?
- What is the association between digital organisational culture and job satisfaction?
- What is the role of digital competency in the relationship between digital organisational culture and commitment to digital transformation?

1.6 PRELIMINARY LITERATURE REVIEW

1.6.1 Conceptualising Digital Organisational Culture

According to Collins, Earle, Parker, and Wood (2020), the Fourth Industrial Revolution (4IR) has led to an evolution in the nature of work, where technology in its various forms

will change human decision-making. Digital technology affects every part of man's endeavours, and it is a continuous process in which companies use digital skills to create novel business models, goods, and services in response to disruptive changes in their markets and clientele (Gardner& Bryson, 2022); (Mihu, Pitic & Bayraktar, 2023). Previously, a strong organisational culture was described as one that drives high employee engagement and performance to achieve its strategic goals and objectives through employees' productivity (Serinkan & Kiziloglu, 2021). The introduction of technology has created an opportunity for many organisations to reduce their dependence on manual labour and instead focus on automation, allowing employees to engage in more value-added roles. In line with Vadilla, Fitria and Wahjono, (2025) there are a number of behavioural factors that impact the manner in which employees think about and incorporate innovations into their work, which include, but are not limited to, employees' resistance to change, attitudes toward new technologies, workplace autonomy, etc. The shift to digital has transformed organisational behaviour, giving rise to digital organisational culture. Serpa, José Sá, and Ferreira (2022) define this culture as both a product and a process that develops within an environment rich in digital technology.

1.6.2 Commitment to Digital Transformation

Seppänen, Ukko and Saunila, (2025) observed that commitment to digital transformation means that organisations not only make financial investments but also invest in their employees to garner commitment from everyone throughout the business, for the sole purpose of the success of the digital transformation process. It is for this reason that Bindel Sibassaha, *et al.*, (2025) stated that employee behaviour plays a vital role in adapting to and committing to digital transformation. Ly (2024) found that digital commitment directly impacts performance and is crucial for facilitating and enhancing digital transformation initiatives. This indicates that a commitment to digital transformation directly influences employee performance. For organisations to achieve high levels of commitment, they must engage their employees through the process. It is as a result of this that comprehending the full weight of the culture of an organisation digitally is of utmost importance. Aligning with critical changes that will positively influence the firm's stance on a digital culture will enable policymakers and HR professionals to implement

changes that drive the organisation's dedication to undergoing digital transformation. (Cardos, Pereira, Sá, Powell, Faria & Magalhães, 2023).

1.6.3 Job Satisfaction

Job satisfaction occurs when employees have a sense of psychological fulfilment and gratification with their career responsibilities. A satisfied workforce is more engaged and driven to do well (Baxi & Atre, 2024). In today's modern world, work-life balance can significantly impact job satisfaction. Suppose organisations can provide their employees with opportunities to achieve a work-life balance. In that case, it will lead to employees feeling more satisfied with their jobs as they can prioritise their time spent at work (Ogunola, 2022). Bourezg, *et al.*, (2025) identified one of the advantages of technology is the introduction of automation in many processes and systems, which means it frees up time for employees to focus on other aspects of their lives that can positively contribute to their job satisfaction levels and stimulate performance. In other words, the more organisations embrace digitalisation and adapt to new ways of conducting business through technology, the more it frees up time for employees to enjoy a work-life balance (Schongen, 2022). Therefore, it is necessary for policymakers and HR professionals to gain insights into the impact of digital organisational culture on employee job satisfaction levels.

1.6.4 Digital Competency

Over the years, when employees demonstrate competency in their jobs, an organisation can show that it possesses the knowledge, skills, and ability to perform effectively; therefore, according to research findings, companies that employ highly skilled workers are more likely to be successful (Jeganathan, 2023). Digital transformation has introduced a new concept of digital competencies within organisations; these organisations must, of necessity, ensure that they achieve digital competencies. Karsenti, Poellhuber, Parent, and Michelot (2020) describe digital competency as “a collection of skills vital for using digital technologies confidently, critically, and creatively to reach goals in learning, work, leisure, and social participation”. For organisations pursuing digital transformation and investing in technology, a primary milestone is fostering digital competencies by continuously adapting transformation strategies as the digital environment and technologies evolve. This can be achieved by ensuring that the right systems, tools, and

capabilities are in place to gain strategic advantage (Mihu et al., 2023). Therefore, policymakers and HR professionals must understand their workforce's digital competency to continuously drive a digitalised organisational culture by providing the necessary digital capability training to enforce digital transformation.

1.6.5 Digital Organisational Culture and Commitment to Digital Transformation

According to Kraus, Durst, Ferreira, Veiga, Kailer and Weinmann (2022), the transition to digital management and business has evolved into a shared responsibility, where everyone supports digital transformation rather than resisting it. Willimuson and Thunborg (2021) emphasise that executive management commitment is essential for successful digital transformation. Their research was notable for introducing new concepts by breaking down digital transformation into three components: digitising, digitalising, and enablers. It was explained to be an ongoing process that includes digitising internal processes to create value, digitising customer offerings to increase value, and digitising still further to create value, and developing all organisational elements that support these value-creation efforts, both internally and externally (enablers). Notably, digitalising addresses both (internal and external factors), with organisational culture playing a vital role in internal enablers. Furthermore, the study by Thanh, Nguyen, Ho, Hanh, Son, and Hang (2025) warned that organisations' investment in digital technologies must enhance their human capital concurrently. Cardoso *et al.* (2025), on the other hand, noted the need for further research comparing different sectors, to determine whether the factors driving digital transformation acceptance are sector-specific or universal.

1.6.6 Digital Organisational Culture and Job Satisfaction

Research such as Bourezg, *et al.*, (2025) has proven that a direct link can be made between organisational culture, satisfaction from being employed, retention of employees, productivity, together with performance on the job, meaning staffs that demonstrate high levels of satisfaction are seen to be highly committed and engaged and use their discretionary effort to contribute to the enhancement of the overall organisational effectiveness and competitive advantage (Baxi & Atre, 2024). A healthy organisational culture that promotes its employees' development; therefore, it can be viewed as an organisation that boosts its employees' job satisfaction levels. With this, firms are encouraged to continuously prioritise training and development to enhance high job

satisfaction and productivity (Seleari, 2021). According to Zongnan (2024), Innovative technology, the abilities of personnel, leadership at the highest level, and digital resources significantly enhance job satisfaction, particularly in training and development and job performance. An ideal digital organisational culture should promote high job satisfaction levels by encouraging employees to maintain a work-life balance and address other non-work responsibilities (Gębczyńska, 2022). An empirical study conducted by Kwiotkowska and Gębczyńska (2022) identified a gap for future research on job satisfaction and work characteristics combinations in the fourth resolution industry (4.0 industry) that could be extended for further exploration in other entities and different markets.

1.6.7 The role of digital competency in the relationship between digital organisational culture and commitment to digital transformation

Jewapatarakul and Ueasangkomsates (2024) posited that readiness for digital change is connected to how willing the employer is to use technology across the business, which must promote and build a digital organisational mindset and learn new things. According to Thalib, Sary, and Witjara (2024), digital competency positively and significantly influences employee performance, indicating that when employees possess digital skills, it becomes a plus to them and the employer. The study also found a positive influence of digital competencies on organisational culture, which enhances employee performance. Braojos, Weritz, and Matute (2023) recommend that organisations consider implementing a digital transformation journey that is destined to succeed. It has become imperative for organisations to seek ways to guarantee sustainability and commitment. Furthermore, the study suggested that organisations must explore options, including having a clear strategy that ensures scalable initiatives. When the organisation possesses digital capabilities, it allows for inclusivity. Understanding the impact of digital competencies across different sectors has been identified as a gap in the empirical study of Wang, Mansor and Leong, (2024). This study aims to understand the influence of digital competency in the relationships between digital organisational culture and commitment to digital transformation in the South African FMCG industry.

1.7 CONCEPTUAL FRAMEWORK

The diagram below illustrates the relationship among the key variables examined in this research study.

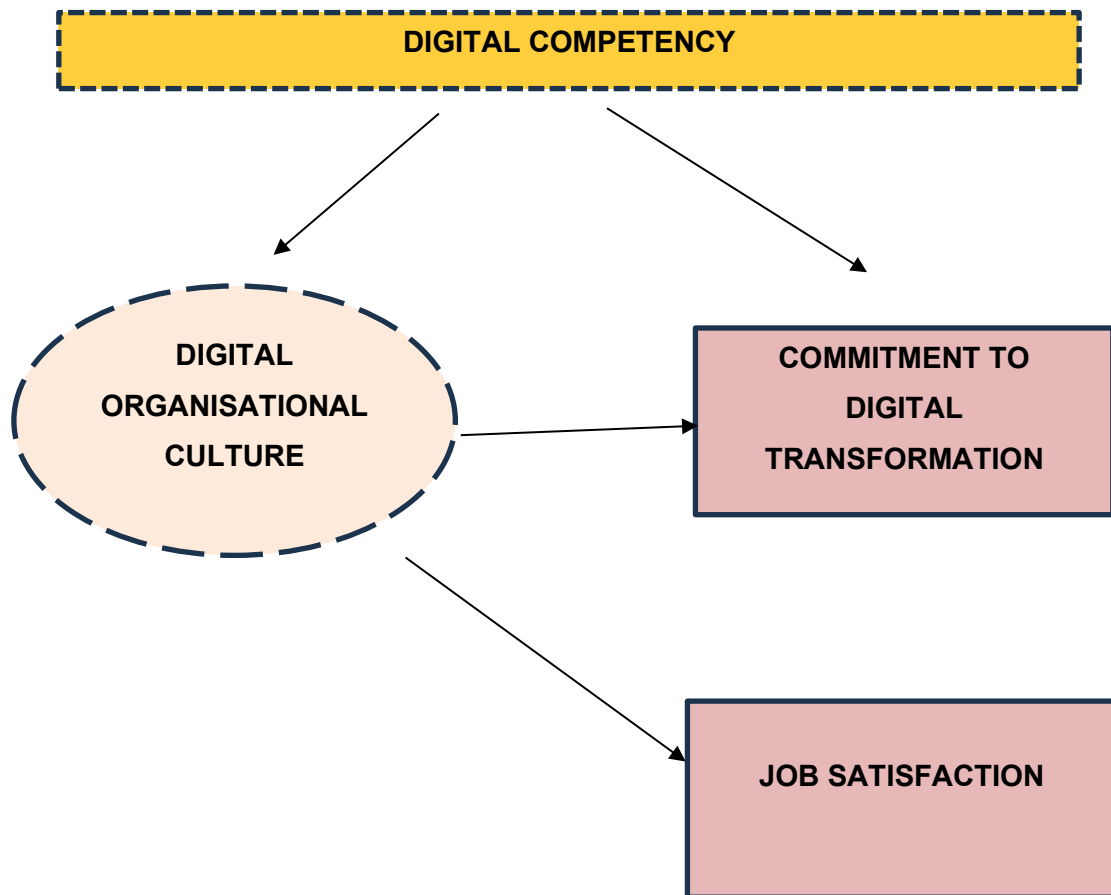


Figure 1.1: Conceptual Framework

A company's digital progress depends on its proficiency and culture. Research on the influence of digital competency and digital organisation in other industries has been acknowledged as a gap. According to Wang *et al.* (2024), more research is needed to understand the consequences of digital competencies in various domains. This research aims to further contribute by addressing a gap and focusing on the impact of digital competency on digital organisational culture and commitment to digital transformation in the South African FMCG industry.

An important aspect is the way in which employees experience the organisation; hence, work engagement is relevant for workplaces as it has direct implications for the productivity of workers. Policy makers will benefit from having a better insight in the impact of digital organisational culture and work engagement. In the study by Gupta *et al.* (2024), it is important for further research to gather data and conduct the analysis that policy actors can use to implement HR policies in a more informed manner on an ongoing

basis, with favourable implications for their employees. In view of the importance of job satisfaction in organisations, it is interesting to regard relations between digital organisational culture and job satisfaction more widely. Kwiotkowska and Gebczynska (2022) noted a scarcity of studies on the impact of fourth-industry (4.0) innovations on job satisfaction, work characteristics among different ethnic groups, and markets. This study examined the influence of digital organisational culture on job satisfaction in the South African FMCG environment.

1.8 THEORETICAL BACKGROUNDS /THEORETICAL FRAMEWORK

Sustainable supply chain practices, including learning and continuity, have enhanced the need to develop dynamic knowledge acquisition and absorption capabilities (Tripathi & Joshi, 2029). The dynamic capabilities theory, therefore, aligns very well with this research. According to Wójcik, (2015), Dynamic capabilities involve creating new resources and skills, or mixing existing ones, that help an organisation achieve its business goals and gain an edge. One of the leading FMCG organisations in the African continent, Coca-Cola Beverage Africa (CCBA), announced in 2021 that it would embark on a digital transformation journey to enable it to respond in an agile manner to its customers' needs and improve their customer centricity (CCBA, 2021). In the past, many organisations' cultures were defined by a standard set of rules and regulations around organisational behaviour; however, nowadays, the organisational culture has changed to be a digital organisational culture, which factors in a variety of elements across the business, such as the introduction of digital tools, systems, and processes (Tripathi & Joshi, 2029). These changes also affected other aspects of the company, such as its leadership and organisational behaviour, making the organisation more diverse and dynamic in its business approach to achieving a competitive advantage. The study by Kero and Bogale (2023) found that information-based, interpersonal, tangible, technological, and organisational resources demonstrate dynamic capabilities. Therefore, the dynamic capabilities theory is a well-suited theoretical framework for this study.

1.9 DEFINITION OF KEY CONCEPTS

Digital transformation in terms of innovation encompasses “the adoption of new technologies and the alteration of organisational culture” (Varzaru & Bocean, 2024)

Digital Competency is a collection of skills essential for not just confidently, but critically and creatively using digital technologies to achieve learning as well as work goals (Karsenti, Poellhuber, Parent & Michelot, 2020).

Digital organisational culture is the core assumptions and beliefs common among organisational members that shape the manner in which the organisation sees itself and its environment through technology (Kocak & Pawlowski, 2023).

Job satisfaction is an individualized subjective appraisal of their professional experience, involving emotions which could be that of relief, accomplishment, and even happiness obtained from their job roles and work environment (Baxi & Atre, 2024).

1.10 RESEARCH METHODOLOGY, DESIGN AND METHODS.

Overall, a quantitative research approach was selected as the most suitable research for this study because it allows for objective measurement and statistical analysis of variables. The methodology allowed the researcher to collect numerical data from a sample, and the study could identify patterns and relationships applicable to the wider population. The use of standardised instruments enhances the data reliability and reduces bias, ensuring precise and replicable results.

1.10.1 Research Philosophy

Khatri (2020) notes a research paradigm to be the general perspective which makes the philosophical means of research conducted. It has also been suggested to be perceived as a whole theoretical belief system and worldview, which determines for the researcher how they should shape the research they undertake. The research paradigm is a basic construction for how researchers go about finding the truth. Positivist paradigm is the most suitable philosophical assumption for this research. Positivism, according to Park and Konge (2020), uses the hypothetic-deductive method to test prior hypotheses, which are usually expressed in quantitative terms. Additionally, this approach aims to establish a functional relationship between causal or explanatory factors (independent variables) and observed outcomes (dependent variables).

The research explored the relationship between the independent variable (digital organisational culture) and the dependent variables: commitment towards digital transformation, digital proficiency, work engagement and job satisfaction. A positivist philosophy would be most appropriate for this study to describe relationships among these variables. Positivism, as per Park and Konge (2020), follows the hypothetico-deductive approach to assess hypotheses, frequently expressed in numerical terms, allowing the derivation of functional links between causal and explanatory factors (independent variables) and outcomes (dependent variables). On the other hand, largely it seems that realism and critical theory, interpretivism are especially more favourable for qualitative research.

1.10.2 Research Approach

This work adopted a deductive research approach. According to Yong, Husin, and Kamarudin (2021), deductive research involves the researcher constructing a conceptual framework using a literature review to explain why a particular theory could effectively describe a given context. Furthermore, the study outlines the rationale for the research methodology and the hypothesis, while identifying the outcomes or variables of interest.

The purpose of this study is to examine the relationship that exists between variables, and because of this, the deductive research approach is appropriate. This study investigates the independent variable, digital organisational culture, and its influence on the dependent variables, commitment to digital transformation, digital competency, work engagement, and job satisfaction.

1.10.3 Methodological Choice

The methodological design of this study was quantitative in order to measure through generalisation, the information obtained from the selected sample. Moreover, in a quantitative study, a researcher needs to conduct interviews to the questionnaire of research and provide data for analysing and interpreting quantifiable information that proves the hypothesis formed in the research (Ghanad, 2023). Barroga et al. (2023), observed that quantitative research takes a deductive approach, in which an object of inquiry is adopted, whereby the relationship between independent and dependent variables is defined by a hypothesis to be confirmed. Moreover, this study emphasises

that an inquiry can be evaluated by hypothesis-testing research (HTB), i.e., examining hypothesis-driven experimental studies to evaluate the magnitude of the findings.

The most sustainable research method for this study, unlike the qualitative approach, is quantitative (Walker, 2025). The study collects information using survey research and analyses, interprets the data collected. Taherdoost (2022) clarifies the discrepancies of both and suggests that quantitative research topics include survey, descriptive, experimental, correlational, and causal comparative studies. Comparison, on the other hand, is qualitative in nature, including narrative, phenomenological, grounded theory generation of ethnography, or case study/analysis.

1.10.4 Research Design

The research will collect statistical data and look at dependent and independent variables, making the correlational design ideal. Ghanad (2023) stated that the purpose of a correlational design is to help the study determine which variables are significant in addition to getting an idea of whether there is a relationship between two factors, and how one factor influences another aspect. A correlational study is a non-experimental method in which researchers measure two variables and assess the statistical relationship (i.e., the correlation) between them without making any attempt to influence them. It also does not consider the effect outside variables would have on invariables of this study (Devi, Pradhan, Devi Giri, Lepcha & Basnet, 2022). We opted for a correlational research design, as in this case, the data would be statistically processed rather than an experimental design approach.

1.10.5 Time Horizon

This study was conducted in a cross-sectional design, with research conducted only once on the identified South African FMCG company. The study's sample size was used to interpret and analyse the results.

Cross-sectional studies are often defined as those in which exposure and the ability to assess the outcome occur at the same point in time. Data is typically collected over a shorter rather than a more extended period (Savit & Wellenius, 2022).

1.10.6 Demarcation/Delimitation of the Study

This research falls under the category of organisational behaviour. Geographically focused on South Africa, with a selected South African FMCG company serving as the research site. The South African FMCG company has sites across nine provinces: the Free State, Northern Cape, Northwest, Gauteng, Limpopo, Mpumalanga, KwaZulu-Natal, Western Cape and the Eastern Cape. This study sample included respondents from Gauteng, Free State, KwaZulu-Natal, Limpopo, and the Eastern Cape. The provincial demarcation is based on the largest depots and sites, encompassing various business functions, including commercial sites, supply chain sites, and supporting services.

1.10.7 Inclusion-Exclusion criteria

Inclusion Criteria:

- Employees of a selected FMCG South African organisation.
- All permanent employees across the different functions and position levels.
- Both females and males will be used in this study.
- Different racial groups will be used in this study.
- Employees across the different plants & sites will be included.
- All age groups will be included.
- Employees with different organisational tenures will be included.
- All employees with different educational accreditations will be included in the study.

Exclusion Criteria:

- Employees who choose not to participate in the research on their own volition or do not willingly consent.
- Employees who are unavailable during the data collection period.
- Employees who work outside the South African market.
- Temporary employees who are on a fixed contract and external contractors

1.10.8 Population

The 'population of interest' is a group of entities that are the focus of study, usually including individuals, groups, or types of organisation (Hossan, Mansor & Jaharuddin, 2022). The demarcation of the study determines who or what will form the study population, and this will be a selected South African FMCG company. The study disclosed a South African Fast-Moving Consumer Goods (FMCG) company with operations in each of the nine provinces of South Africa. The study will be important as it allows the findings of the research to be put into practice and generalised to a specific population. The target population members are eligible, in all their parts, as employees. The research investigated the impact of cultural commitment to digitalisation on employee work engagement and job satisfaction in a selected South African FMCG company. There are believed to be 7,400 living in the wild.

1.10.9 Sample technique and sample size

Because the research sample is expected to be substantial, a subset will be selected for this particular analysis to make sure that its results are still valid and generalizable. There are essentially two types of research processes: probability and non-probability sampling. The selection of the sample was non-probable. Non-probability sampling is also less objective as compared to probability sampling. It is a type of sampling which researchers use generally to pick up the individuals from target population as sample (Golzar, Noor & Tajik, 2022).

For the present research, convenience sampling was employed. According to Hossan *et al.* (2022), convenience sampling is a non-probability form of sampling and it is widely used by researchers in quantitative as well as qualitative studies. This sampling technique is easy, the labour efficient and simple to use. Moreover, the study illustrated that convenience sampling does not have strict utility due to various types of bias, and it cannot calculate sampling error or statistical validity.

While the use of convenience sampling offers certain advantages, it also has notable limitations that must be recognised. A key drawback is that, since participants are selected based on accessibility rather than random selection, this raises the likelihood of

sampling bias. As a result, the sample may not accurately reflect the broader population, which limits the external validity and generalisability of the findings.

The right size sample is one of the key considerations for an accurate and ethical research (Rajput, Wang & Chen, 2023). Sample size is important for validity of the research conclusion (Memon Ting, Cheah, Thurasamy, Chuah & Cham, 2020). Sampling. For this research; care was taken to be able to select the appropriate sample size in order to generalise its findings results. The sampling will be carried at the target population of 7,400 (as calculated using the Sekaran and Bougie's (2014) table for selecting the most suitable sample size for quantitative research design from a population size obtained). The study population size is approximately 7,400, per the March 2025 headcount report from the HR analyst. The sample size for a population of 7,400 with a 95% confidence level and a 3.5% margin of error would be 709. This means that the population size of the identified South African FMCG company is 7,400; thus, a sample of 709 employees will be asked to complete the questionnaire, enabling a conclusion for the study.

1.10.10 Measuring Instruments

The study utilised questionnaires to collect data. The questionnaires was self-administered and distributed via a Google Forms link. For this study, the survey included several sections: informed consent, demographic data, and standardised closed-ended questions that specifically referenced the relevant variable. The requested demographic information was used solely to provide a description of the entire sample to those who are examining our reported findings in the future. The Likert rating scale was used in the questionnaire, whereby respondents indicated their degree of agreement or disagreement with various statements about their feelings or attitudes regarding the specific variable highlighted in the section: 1= Strongly Agree, 2= Agree, 3= Neither Agree nor Disagree, 4= Disagree, and 5= Strongly Disagree (Taherdoost, 2019). The survey included a cover letter explaining the study's purpose to the respondents. This allowed respondents to feel comfortable completing the questionnaire honestly and to the best of their knowledge and ability. Most importantly, it ensures respondents' anonymity and confidentiality when participating in the research. Confidentiality and anonymity are critical ethical principles in research and assurances to the respondents (Kang & Hwang, 2023).

Digital Culture: This questionnaire was developed by Cardoso et al. (2023), and its reliability was found to be good, with $\alpha = 0.922$. Responses measured on a five-point Likert scale, ranging from Strongly Disagree (1) to Agree (5) Strongly.

Commitment to Digital Transformation: A questionnaire developed by Cardoso *et al.* (2023) assesses respondents' evaluation of the organisation's digital culture and commitment to digital transformation. The questionnaire's reliability demonstrates good internal consistency, $\alpha = 0.922$.

Digital Competency: The Digital Competence Scale (DCS) was developed by Schmölz, Schwarz, Bieg, Svecnik, Geppert, and Gerdenitsch (2024). A 12-item self-assessment instrument was adopted. The criteria for scoring 1 or more in all areas could be used to gauge a basic level of skills. The internal reliability consists of Cronbach's, $\alpha = .94$.

Job Satisfaction: The Job Satisfaction Scale (JSS) measures respondents' job satisfaction. It was developed and validated by Rothmann (2010). The internal consistencies, Cronbach's, $\alpha =$ critical value of .84.

1.10.11 Data Collection Procedure

The study protects the respondents' confidentiality during data collection. The NWU University ethics committee authorised this study under ethical number NWU-00733-25-A4; therefore, one of the ethics committee's requirements is that the researcher undergo ethics training to protect the integrity of the research. Another critical step in the research process is for the researcher to understand the relevant laws and jurisdiction when conducting the study and to adhere to these laws and legislation ethically. Furthermore, transparency plays a vital role in the interests of research subjects, the beneficiaries of research, and research ethics boards, as they audit projects where necessary (Klose, Desai & Song, 2020). In South Africa, the government has introduced the Protection of Personal Information Act (POPIA), No. 4 of 2013, and provided the necessary guidelines for handling respondents' details. According to Adams *et al.* (2021), the POPIA Act outlines the main areas of protecting personal information for research purposes. It advises researchers on what is permissible under the POPIA Act. This study ensures that the spreadsheet with the data is password-protected. Secondly, the respondents were requested not to include their personal sensitive details, such as identification numbers

or names, to protect their identity. Participation will be strictly anonymous. The respondent's details will not be shared with any other parties without the respondent's written consent.

Online surveys was administered in English and distributed as questionnaires via a link sent to the respondents' email addresses at a selected South African FMCG organisation. The researcher arranged a formal meeting with the Acting Country Talent Management Lead to discuss the study and present the research idea. This meeting allowed the researcher to formally request permission to conduct the study by obtaining a signed official letter from the researcher and Country Lead Human Resource Business Partner reporting to the People and Culture Director, which confirmed that the researcher had been granted permission to conduct the research.

Part of the research questionnaire included a section on informed consent for respondents. The respondents were asked to tick, where applicable, whether they consented to the participants. Two respondents opted not to give consent, and the researcher respectfully accepted that. The Internal Communications team was asked requested to send an email to the target audience to explain the purpose of the research, the methods, and the intent of the study, along with the research survey link however the researcher received a verbal decline. The researcher therefore partnered with Managers and Human Resources (HR) personnel to distribute the survey link and nudge employees to participate in the research. All queries and concerns were directly referred to the researcher, which was minimal. Included in the communication was a section that informed respondents of their rights, including their right to confidentiality, and any risks, if any, to create transparency throughout the research process. The research survey was made available in an easily understandable language.

The questionnaire was distributed electronically to all respondents' email addresses and WhatsApp messages, whereby the link was shared and made available for respondents to access the questionnaire easily. The link will also be available to smartphone participants who can access their email on their devices to open it and complete the surveys online. This means that all respondents with a valid email address, access to WhatsApp, and a laptop or computer can access the questionnaire online via the link. The questionnaire will be sent through Google Forms. Accessing the questionnaire via Google Forms included an open and a closing date, allowing participants to participate in

the research. An Excel spreadsheet was created in order to organize the responses, which were then sent to a statistician for the purpose of analyzing the data.

1.10.12 Power Relationships and Potential Conflict of Interest

The researcher is employed at the selected South African FMCG company; this association poses a potential conflict of interest. To mitigate potential risks, the HR department acted as gatekeepers to minimise power imbalances between the researcher and participants.

1.10.13 Data Analysis

A descriptive analysis was performed to examine the respondents' demographic data. Regarding the respondents' demographic profile, males accounted for 11.6% of the sample, while females accounted for 88.4%. As a result, many employees surveyed were female, indicating a gender-sensitive approach in the FMCG industry. Most respondents (76%) who completed the survey fall within the 29-40 age bracket, followed by 19.4% in the 51-63 age bracket. The 18-28 age group had the fewest respondents at 4.7%. This clearly shows that older people make up a disproportionate share of the FMCG industry, implying that the majority are still in their active years. Furthermore, statistics revealed that most respondents (41.9%) hold junior management positions, followed by 24.8% at the frontline employee position, while the least (5.4%) hold executive positions. The educational qualification distribution among respondents shows that the majority possess a diploma (61.2%), while 31.8% have a high school certificate, and 3.9% and 3.1% have a degree and a postgraduate degree, respectively. Finally, the detailed responses revealed that (46.5%) which accounts for the majority of the respondents had 6-10 years of experience, then by 25.6% with 16-20 years, and the fewest had 1-5 years of experience.

For the inferential statistical analysis, the researcher performed a confirmatory factor analysis (CFA) using the PLS algorithm after removing surveys with missing data or incomplete responses to ensure the accuracy of the measurement tools. Before moving to the structural model and hypothesis testing, the researcher confirmed that each construct's items were unidimensional by estimating a CFA-based measurement model. To verify convergent validity, the researcher employed a confirmatory factor analysis, combined with the "Average Variance Extracted" (AVE) method. For this study, the

researchers relied on composite reliability and Cronbach's alpha. If an item's factor loading exceeds 0.5, it is considered valid. Additionally, the researchers employed underlying models to evaluate the instrument's causal constructs and to analyse the measurement models within the study. Estimates of the path coefficient, R-squared, t statistic, p-value, and f2 were obtained via 2000 bootstrap resampling procedures.

1.10.14 Ethical Consideration

According to Muthanna *et al.* (2023), research integrity primarily concerns the researcher's actions and behaviours, as demonstrated by adherence to the rules and regulations governing their discipline. Furthermore, the researcher highlighted that the heart of ethics in research lies in trust, honesty, awareness, and professional commitment. The researcher applied for ethics approval from the NWU Economic and Management Committee Research Committee (EMS-REC) and submitted all relevant information, including the ethics application form, Scientific Committee Ethics Recommendations form, code of conduct, research proposal, consent form, and data collection tools. The committee reviewed the researcher's application form submitted and approved the ethics application on the 4th July 2025 with ethics reference number NWU-00733-25-14.

1.10.14.1 Informed Consent

The researcher ensured that each respondent provided consent for the research. This was on the first page of the questionnaire before the respondents could proceed. Bazzano *et al.* (2021) described informed consent as a person possessing sufficient knowledge and understanding of the elements of the subject matter, enabling them to make an informed and enlightened decision. Furthermore, the study emphasised that the latter aspect of informed consent requires that, before a participant accepts an affirmative decision, they must be informed of the nature, duration, and purpose of the experiment, as well as the methods and means by which the research will be conducted.

1.10.14.2 Anonymity and Confidentiality

Protecting the respondent's identity is an integral part of the data collection process and is also regulated in South Africa by the POPIA Act; therefore, the researcher deemed it necessary to ensure that the respondent's identity is protected. According to Kang and

Hwang (2023), confidentiality and anonymity are research ethical principles that promote informed consent from participants and protect their data privacy. Furthermore, research bodies and organisations need to establish guidelines for every research process in which researchers apply these principles to ensure the credibility of the research.

1.10.14.3 Integrity and Honesty

Protecting the integrity of the research was a crucial step in the research process, which is why the researcher plans to conduct the research honestly throughout. The NWU has established an ethics committee to support researchers in adhering to the ethical principles of research. Bouter's 2020 study recommended that research institutions enable researchers to adhere to good research standards.

1.10.14.4 Potential Conflict of Interest

The researcher holds a senior management position at Coca Cola Beverage South Africa (CCBSA), one of the largest FMCG organisations in South Africa. The researcher is fully aware of the responsibility to maintain objectivity, minimise bias, and avoid influencing respondents' perspectives. To uphold ethical standards, formal consent was obtained before participation in the questionnaire. All personal information provided by respondents is treated with strict confidentiality to ensure their anonymity. Any biographical data collected was generic, including factors such as gender, age, and education level.

1.10.14.5 Recruitment Strategy

This study's recruitment method was to distribute an online questionnaire to employees of a selected South African FMCG company. The principal recruitment strategy was an official email invitation disseminated by the Human Resources Department, including a concise summary of the study, assurances of ethical conduct, and a secure link to the online questionnaire. The informed consent form was the first page of the online questionnaire, assuring participants that their responses would remain confidential and be used exclusively for academic research.

1.11 LIMITATIONS OF THE RESEARCH

The research work is subject to certain constraints, presenting opportunities for future research due to the following reasons:

- The research focused only on a selected FMCG organisation within South Africa; there is an opportunity to choose more FMCG organisations by increasing the population and sample size of the study. The FMCG industry is a significant sector in South Africa that comprises numerous large organisations.
- The study used a cross-sectional study, focusing on the data collected at a certain point and time in a shorter period, versus a longitudinal study, whereby data is collected over a more extended period.
- An AVE of 0.418 is significantly below the standard 0.5 threshold, yet the researchers defend it using Composite Reliability (CR). This presents a limitation for the study design, as the Job Satisfaction construct exhibited lower convergent validity.

1.12 FUTURE DIRECTIONS

- Future studies could include additional organisations within the South African FMCG sector, such as small, medium, and other large entities, and broaden the examination to compare these organisations across countries.
- The current study employed a quantitative research approach, meaning that it followed a more numeric analysis to achieve an objective point of view; therefore, future research could incorporate qualitative methods, such as interviews, to engage with employees through the identified sample size using a mixed-method study approach.

1.13 DISSEMINATION OF THE STUDY

The researcher and the supervisor will store all collected data for 5 years for safekeeping. The safekeeping will be available online in a password-protected folder. The results will be disseminated as a mini-dissertation upon completion of the study, and copies will be available at the NWU library.

1.14 CHAPTER OUTLINE OF THE DISSERTATION

Chapter 1: Detailed Introduction of the Study

This leads to a full description of the research project, which contains an introduction, background data and problem statement with its rationale for importance; objectives of study; research questions; preliminary literature review and theoretical framework background; key concept definitions; methodology of research (including population setting etc), analysis of dearth limitations, as well as in what manner results will be shared.

Chapter 2 – Article on research model 1 - Examining the mediating role of digital organisational culture, digital competence, and commitment to digital transformation in a selected consumer goods company.

This chapter offers an in-depth overview of the research study, covering the introduction, literature review, hypothesis development, results, general discussion, theoretical and managerial implications, limitations, suggestions for future research, and a conclusion with a disclosure statement.

Chapter 3 – Article on research model 2 - Exploring the Role of Digital Competency as a Moderator between Digital Organisational Culture, Commitment to Digital Transformation and Job Satisfaction in a selected consumer goods company.

This chapter provides a detailed account and analysis of the research study, covering essential components such as the introduction, literature review, hypothesis development, study findings, general discussion, theoretical and managerial implications, limitations, recommendations for future research, and the conclusion, along with a disclosure statement at the end.

Chapter 4 – Discussion and Conclusion

This chapter serves as the endpoint for a summary of the research findings based on the variables studied, and a discussion summarising key points is provided in the chapter's characters.

1.15 CONCLUSION

The current study aimed to contribute more to the knowledge of the effects digital organisational culture, digital competency, commitment to a digital transformation, and job satisfaction has on organisations. The researcher did preliminary literature review to determine what has been done and enable the purpose of this study and research questions. The researcher also formulated two conceptual models for this study through the initial review of literature, which the framework is examined.

The Researcher adopted a quantitative research study and used questionnaires as the instrument for data gathering. The reliability of the researcher's findings was based on ethical procedures. They presented statistical evidence on the powerful role of digital organisational culture, digital competency, commitment to digital transformation and job satisfaction on employees in one consumer goods company.

The results underscore how instrumental these key factors are as a system for executing digital transformations effectively. Finally, the results of this research have implications for theory building in DC and the DMM framework. Additionally, the research results are a step forward to organisational behaviour literature.

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CHAPTER 2 : ARTICLE 1

Title: Examining the mediating role of digital organisational culture, digital competence, and commitment to digital transformation in a selected consumer goods company.

Abstract

Digital transformation has become a key strategy for many organisations, making it vital for policymakers to understand its effect on organisational digital culture, digital skills, and dedication to digital transformation. This study explores the role of digital organisational culture, digital competency, and commitment to digital transformation in a specific consumer goods company. The research is based on the Dynamic Capabilities theory and the Digital Maturity Model framework. A quantitative, cross-sectional design was used to collect data from 129 employees at a South African consumer goods company. Data analysis involved SPSS 27 for coding and SmartPLS 3 for analysis. The research findings indicate a mediating role between digital organisational culture, digital competency, and commitment to digital transformation. Furthermore, the results showed a positive link between digital organisational culture, digital competency, and commitment to digital transformation. These study findings broaden the theoretical understanding of the Dynamic Capabilities theory and the Digital Maturity Model and contribute to the organisation behaviour literature. Based on the study's findings, the research recommends that policymakers invest in developing digital skills and competencies to enable organisations to increase their commitment to digital transformation.

Keywords: Digital Organisational Culture, Digital Competency, Commitment to Digital Transformation

2.1 INTRODUCTION

By integrating cutting-edge technologies like artificial intelligence (AI), blockchain, and cloud computing, digital transformation improves operational efficiency, facilitates real-time financial reporting, and aids in strategic decision-making (Hasan, Alzuod, Jasimee, Alshdaifat, Hijazin, & Khrais, 2025). It requires a comprehensive approach that considers factors like organisational culture, change management methodologies, continuous assessment, knowledge acquisition, interdepartmental collaboration, and adaptability (Deep, 2023). Additionally, the author observed that the extensive integration of digital technologies is profoundly altering the paradigm of organisational culture. Digital transformation emphasises the use of technology, which significantly impacts and drives changes within organisations; people and culture also play essential roles in the successful implementation of these changes (Schilirò, 2024). To foster a successful digital transformation culture, organisations should develop a strong adhocracy culture complemented by hierarchy and market cultures to strike a balance between flexibility and control. This requires strong digital transformation capabilities, which are vital for fostering innovation in new products and performance, prioritising meaningfulness over novelty, based on the understanding that digital transformation necessitates a coherent digital strategy and robust digital skills to fully utilise technological potential (Cao, Duan & Edwards, 2025:).

Serafimova and Vasilev (2024) highlight that implementing strategies to improve digital literacy, foster collaboration, and embrace digital transformation can result in concrete business benefits and sustainable growth. Additionally, aligning digital culture with organisational goals and values helps organisations establish a stronger market position. The study also noted a gap: limitations in the survey's sample size and representativeness, suggesting that future research should examine the broader complexities of digital culture across different organisations and industries.

A study by Fahmini, Tjakraatmadja & Ginting (2023) identifies a gap in digital culture and literacy affecting attitudes towards change and the perceived performance of digital transformation at Telkom Indonesia. It enhances the understanding of digital organisational culture, employee attitudes, and their impact on performance in a consumer goods firm. Also noted are positive influences of digital competency and

organisational commitment on performance, fostering resilience (Puliwarna, Djati & Tanti, 2023). Implementing best practices in change management is critical for overcoming resistance and integrating digital technologies successfully.

Ismail (2025) points out that there are many hurdles being researched between organisation culture and digital transformation; however, the need for future studies to explore these controlling mechanisms for moving from concept organisational culture to actual digital transformation in different geographical contexts has also been emphasised. Ismail (2025) further stressed the exploration of the mediating role between organisational culture and digital transformation being investigated across geographical /industrial areas to identify universal specific variables aspects of challenges/strategies. This has motivated the author to explore the consumer goods sector to provide us with some understanding of how digital transformation is affecting organisational culture. Also, the present study was an attempt to add some more insight into the mediating role of Digital Organisational Culture, Commitment with Digital Transformation, and Digital Competency in the consumer goods company industry.

The theory of dynamic capabilities encompasses two main viewpoints. The initial viewpoint, articulated by Teece and colleagues in 1997, describes dynamic capabilities as a firm's proficiency in adapting and reorganising its internal and external resources to navigate swiftly evolving market conditions. The alternative viewpoint, attributed to Eisenhardt and Martin in 2017, frames dynamic capabilities as the systematic practices and strategies that enable organisations to establish new resource configurations as market dynamics shift, evolve, or disappear. Digital transformation has emerged as a pivotal change for numerous organisations, enhancing their operational and performance strategies. This shift has created a demand for new skills and competencies suited for the digital era. A study by Cardoso *et al.* (2023) examined how digital culture, knowledge, and commitment influence competitive advantage in the context of digital transformation. Their findings suggest that fostering a digital culture, acquiring relevant expertise, and nurturing a commitment to transformation can significantly enhance productivity and competitiveness. This research adds valuable insights to the understanding of digital transformation and its organisational behaviour implications.

2.2 LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Conceptualisation is based on multidimensional digital transformation capability to provide a systemic understanding of how digitisation affects organisational culture. This moderated mediation spans cultural values onto digital transformation consequence factors like product newness, value, and performance. Furthermore, this view provides a richer understanding of the relationship between culture, technology, and strategy as drivers of digital transformation success (Cao et al., 2025). Digital transformation is an organisational change in how business is done, which includes critical aspects such as a company's business model, process, people, culture, and technology (Almoaid & Almarhdi, 2024). Thus, the dynamic capabilities theory is the most applicable for this research as it meets the needs of this study related to digital transformation and its influence on overall organisational behaviour. The results in this research are drawn from the relationship between digital organisational culture and its impact on digital competency and commitment to digital transformation.

The role of leaders is crucial in ensuring organisational commitment to digital transformation and digital competencies, as leadership is key to fostering an open culture and promoting the attitudes and mindsets that influence organisational behaviour towards transformation. Moreover, it is important to recognise that in today's business environment, forces compel companies to become agile and lean by continuously developing and applying new knowledge to foster innovation (Schiuma, Santarsiero, Carlucci & Jarrar, 2021). Based on this, the researcher expected a significant relationship between digital organisational culture, digital competency, and commitment to digital transformation.

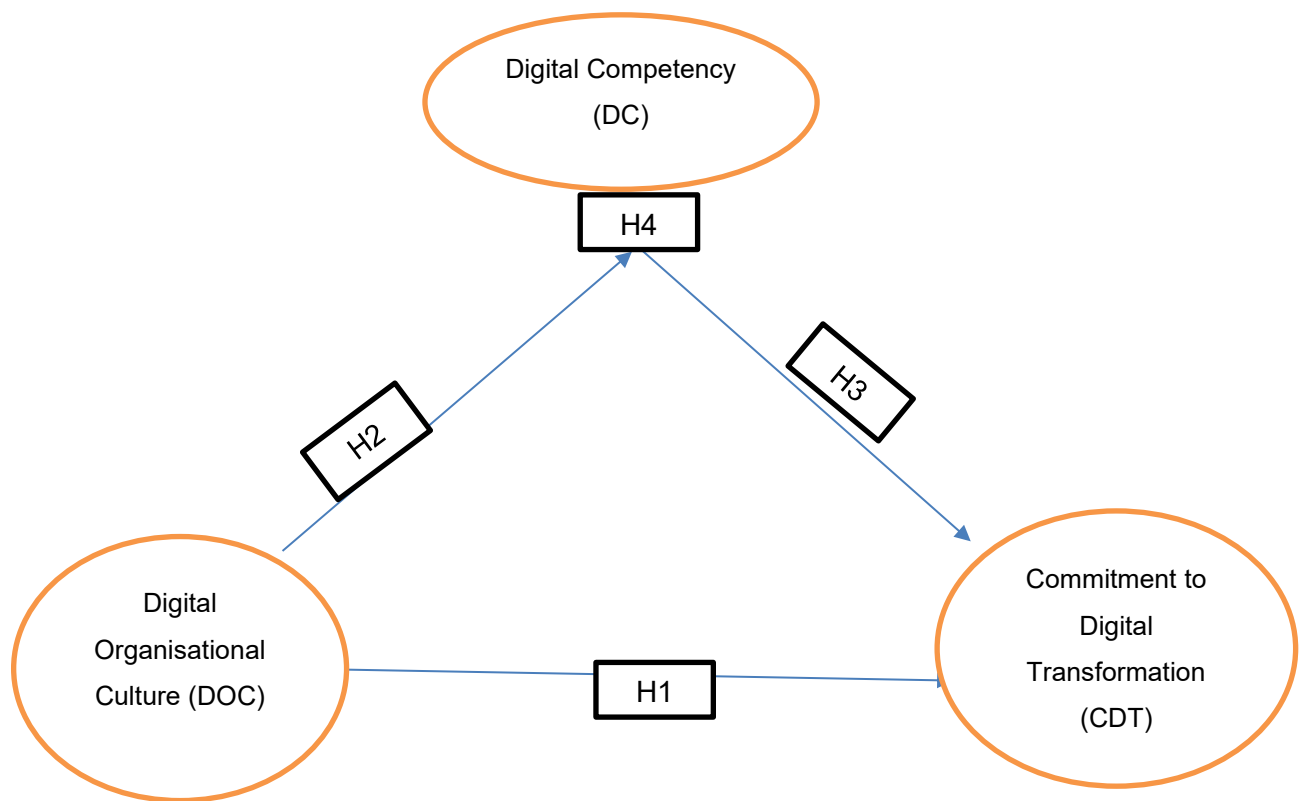


Figure 2.1: Proposed Model

Drawing on the theory of dynamic capabilities, the study examined the relationship between digital organisational culture, digital competency, and commitment to digital transformation, highlighting their significance within an organisational context in the consumer goods industry. Considering the core principles of dynamic capabilities theory, integrating, building, and developing competencies for adaptation and change, the researcher anticipated that the findings would reveal a significant relationship between digital organisational culture, digital competency, and commitment to digital transformation.

2.2.1 Digital Organisational Culture and Commitment to Digital Transformation.

Digital transformation focuses on adopting disruptive technologies that automate processes and procedures, thereby increasing productivity and efficiency. When organisations move from manual methods to more digital systems, they also shift their organisational culture towards a digital one through automation and optimisation (Schilirò, 2024). The other growing factor of remote work today that has been advantageous to the growth of organisations today is diversity and inclusion across AI, automation, including IoT, offering drawbacks as well as benefits for an organisation (Bozkus & 2023). Based

on Dynamic Capabilities theories, it is argued that the adaptation of digital transformation has forced many enterprises to reconsider their long traditional way of doing business and working towards a less manualised and more innovative operation in such dynamic environment, organisations succeed by setting strategic plans that acknowledge and manage human dimension of digital transformation taking into consideration communication, change management and skill advancement (Kumar 2023).

In addition, research has found that FMCG, when looking at it from the standpoint of competitiveness as well as its characteristics, is regarded as an external organisational drivers that make the sector highly sort after and enable it to adapt to AI and information systems, further enhancing its competitiveness. Furthermore, they influence internal organisational drivers that encourage the use of AI plus ICT (Hirsh, Niemann & Swart, 2024). For organisations within this industry, the impact of digital transformation on the supply chain division of consumer goods organisations is seen as essential, as these organisations' ability to build resilience, foster incremental growth, as well as securing market repositioning in a constantly evolving global marketplace (Tazvivinga & Samuels, 2024). Thus, the assumption implies that;

Hypothesis 1: There is a significant relationship between Digital Organisational Culture and Commitment to Digital Transformation.

2.2.2 Digital Organisational Culture and Digital Competency

Innovation requires ongoing learning across all organisational levels, facilitated by establishing internal learning communities, regular training sessions, and reward programmes, all of which support the successful technology adoption. The managers are instrumental in the execution of a digital strategic framework and ensuring that the organisation develops the right skills and competencies. Transformational leadership and its associated set of competencies enable leaders to cultivate the essential skills, mindsets, and capabilities needed to in no small way greatly deal with the complexities of digital transformation within the organisation (Schiuma, Santarsiero, Carlucci & Jarrar, 2024).

Chhabra (2023) stresses how important leadership is for a successful digital transformation. He says that leaders who are visionary and flexible can handle the

complexities of change well. The research further demonstrates that organisations prioritising employee engagement, skill development, and strategic change management are more effectively equipped to mitigate resistance and foster a positive digital culture. This form of transformation is not merely about strategising and investing in digital initiatives; however, it also requires employee participation, focusing on developing digital capabilities through a profound evolution of employees' attitudes and behaviours, which significantly adds to the overall success of digital transformation efforts and the way businesses operate, directly impacting organisational change (Abhari, 2025). This supports the dynamic capabilities theory, as digital transformation requires the creation of necessary capabilities through change. This study, therefore, builds on the work of Ongena, Morsch and Ravesteijn (2024) to further examine whether other factors, such as financial resources, process performance, or organisational culture, influence digital transformation. The investigation argues for the following hypothesis:

Hypothesis 2: *There is a significant relationship between Digital Organisational Culture and Digital Competency.*

2.2.3 Digital Competency and Commitment to Digital Transformation.

Investing in digital transformation requires financial commitment and dedication from many organisations. This investment commences at the planning stage of the new digital transformation strategy and continues through the final stages of implementation and delivery of the change. During both the planning and implementation phases, leadership and employee commitment to digital initiatives play a vital role; therefore, an effective change management process is necessary, which should include a strong communication strategy, a training intervention plan, and incentives (Bozkus, 2023). When an organisation decides to adopt new ways of working, involving everyone and ensuring alignment is essential, which can only be achieved through communication and engagement. The role of leaders is crucial in the change management process, helping organisations secure commitment from all stakeholders. Moreover, leadership qualities are vital for enabling an effective change management model, which includes a comprehensive communication strategy that demonstrates management's support and commitment to achieving the change's goals and objectives (Musaigwa, 2023).

Effective communication during such changes must involve open and honest dialogue to build trust and acceptance among all stakeholders, enabling employees to adopt a positive attitude towards the new changes and become more committed to new ways of working. Building on this, organisations must also align their current policies and processes with their latest methods of operating and communicate this clearly and visibly to everyone, as part of their reassurance and commitment to becoming a digitally transformed organisation (Schulz-Knappe, Koch & Beckert, 2019). This emphasises the key principles of dynamic capabilities, highlighting the importance of integrating, building, and reconfiguring in a changing environment, which requires organisations to adapt and transform into the digital era. A commitment to digital transformation also requires organisations to upskill their employees, deliberately boosting productivity. Organisations' commitment to upskilling their employees during digital transformation tends to foster a less anxious environment and promotes an atmosphere of inclusiveness through the changes it brings (Widodo et al., 2024). Therefore, the following hypothesis is tested.

Hypothesis 3: There is a significant association between Digital Competency and Commitment to Digital Transformation.

2.2.4 Digital Competency, Digital Organisational Culture and Commitment to Digital Transformation.

Performance and resilience are enhanced by digital skills and organisational dedication. By employing effective change management techniques, organisations can overcome resistance, promote innovation, and seamlessly integrate digital technologies (Puliwarna, Djati & Tanti, 2023). Additionally, it helps organisations to be proactive by investing in a strategic management framework that includes clear communication, continuous monitoring, and employee engagement, which ultimately shapes the organisation's culture by implementing a digital organisational culture. Therefore, it requires organisations to be deliberate in their approach to digitalisation for both sustainability and profitability (Kakungulu, 2024). Organisational culture greatly influences the organisation's overall behaviour. The actions and attitudes of employees ultimately impact the organisation's bottom line, and when applied effectively, they can enhance the organisation's culture (Praveena & Fonceca, 2023). This is in line with the theory of Dynamic Capabilities, which emphasises that integrating, building, and reconfiguring are

key in change management in the digital age. When organisations undertake a digital transformation journey, all key stakeholders must be fully committed to fostering a digital organisational culture. Moreover, commitment involves shifting towards a digital culture and investing in the development of all employees' digital skills, enabling them to effectively utilise digital tools and perform at a high standard (Cardoso, et al, 2023).

Organisations that have embraced a digital organisational culture are regarded as agile and responsive to customer needs, thus increasing their chances of gaining a competitive advantage within their industry or sector. Furthermore, digital organisational culture markedly influences organisational performance by transforming their operational environment (Serafimova & Vasilev, 2024). A culture that encourages creativity and enhances its capacity to adapt to and implement changes, while also supporting work-life balance (Deep, 2023). The investigation argues for the following hypothesis;

Hypothesis 4: *Digital competency mediates the relationship between digital organisational culture and commitment to digital transformation.*

2.3 METHODOLOGY

2.3.1 Research Approach, Sampling Procedure and Characteristics

This research is based on the philosophical foundation of the positivist paradigm. Positivism utilises the deductive method to confirm previously stated hypotheses, which are frequently expressed in quantitative terms. This study intends to utilise a deductive research approach to test the hypothesis. This study employed a quantitative research approach with a correlational research design, utilising a sample of N=129 selected via a convenience sampling strategy. The research received ethical approval from North-West University (NWU-00733-25-A4). The analysis of data was conducted using “Partial Least Squares Structural Equation Modelling” (PLS-SEM), version 3. The research included a sample size of 129, with the majority of participants aged between 29 and 40 years old. A majority of respondents (76%) who participated in the survey are aged between 29 and 40. Furthermore, (41.9%) respondents surveyed hold junior management positions, followed by 24.8% being at the frontline employee position. In terms of respondents' educational qualification distribution, the majority had a diploma certificate (61.2%). Lastly, 46.5% of respondents, who are the majority, had experience of 6-10 years.

2.3.2 Measures and Analytical Technique

A survey designed for research was employed to collect the data. The research questionnaire method offers researchers a versatile and effective tool for collecting data across various research fields. The questionnaire was created using Google Forms for distribution to participants. Digital Organisational Culture was assessed using the scale developed by Gill and Van Boskirk (2016). The scale has an internal consistency reliability of $\alpha = 0.922$. Digital Competency was evaluated using digital scale developed by Schmölz, Geppert, Schwarz, Svecnik, Koch, Bieg and Freund (2023). The scale's internal reliability is $\alpha = 0.80$. Commitment to Digital Transformation was measured using the scales developed by Gill and Van Boskirk (2016), McLaughlin (2017), Alvarenga, Matos, Godina, and Matias (2020), and Cavalcanti, Rodrigues, Oliveira, and Santini (2022). For this study, both inferential and descriptive statistical analyses were conducted. Inferential statistics provide researchers with reasonable ranges of what can be generalised from the study's outcomes. Data was analysed using the "Partial Least Squares Structural Equation Modelling" (PLS-SEM), version 3.

2.3.3 Descriptive Statistics

This section presents the socio-economic characteristics of the respondents in relation to employees in the South African FMCG industry. The data collection procedure was conducted with one hundred and twenty-nine (129) surveys, focusing exclusively on employees and managers of FMCG companies in South Africa.

2.3.3.1 Demographic Profile of Respondents

The respondents provided a summary of the demographic profile in this section. Men made up 11.6% of the sample, while women accounted for 88.4%, as shown in Table 4.1. As a result, many employees surveyed were female, indicating a gender-sensitive approach in the FMCG industry. Most respondents (76%) who completed the survey fall within the 29-40 age bracket, followed by 19.4% in the 51-63 age bracket. The 18-28 age group had the fewest respondents at 4.7%. This clearly shows that older people make up a disproportionate share of the FMCG industry, implying that the majority are still in their active years.

Furthermore, statistics revealed that the majority of respondents (41.9%) hold junior management positions, closely followed by 24.8% in frontline employee positions, while the least (5.4%) hold executive positions. The educational qualification distribution revealed by the respondents shows that the majority possess a diploma certificate (61.2%), while 31.8% have a high school certificate, and 3.9% and 3.1% have a degree and a postgraduate degree, respectively. Hence, this suggests that the respondents' survey indicated a level of literacy sufficient to comprehend the subject matter. Lastly, the comprehensive answers showed that 46.5% of respondents had six to ten years of experience, 25.6% had sixteen to twenty years, and the fewest respondents had one to five years. Hence, this implies that respondents surveyed were knowledgeable about the operations and activities of the FMCG industry.

Table 2.1: Demographic characteristics of the respondents

Demographic characteristics	Categories	Frequency	Percentage
Gender	Male	15	11.6%
	Female	114	88.4%
	Total	129	100%
Age group	18– 28 years	6	4.7%
	29 – 40 years	98	76.0%
	51 – 63 years	25	19.4%
	Total	129	100%
Position	Frontline Employee	32	24.8%
	Junior Management	54	41.9%
	Middle Management	11	8.5%
	Senior Management	25	19.4%
	Executives	7	5.4%
	Total	129	100.0%
Work Experience	1-5 years	5	3.9%
	6-10 years	60	46.5%
	11-15 years	20	15.5%
	16-20 years	33	25.6%
	21 years & above	11	8.5%
	Total	129	100%
Educational Qualification	High School	41	31.8%
	Diploma	79	61.2%
	Bachelors	5	3.9%
	Postgraduate	4	3.1%
	Total	129	100%

Source; Author's field survey, 2025

2.3.3.2 Descriptive Statistics and Normality Test

Skewness and kurtosis statistics are valuable tools for assessing data that deviates from a normal distribution. The data demonstrate a broad spectrum of values. Previous common errors are deemed irrelevant to the current discussion, as they are only pertinent when testing for normality. The researcher verified that the remaining data points fell within the expected range after excluding any outliers. Hair, Black, Babin and Anderson (2010) emphasise that the normal distribution constitutes a fundamental assumption in statistical analyses. In their examination of statistical methodologies, Hair Jr. et al. (2010) define "normality" as the degree to which the distribution of data for each metric variable aligns with the standard normal distribution. Skewness and kurtosis statistical methods, as employed by Hair Jr. et al. (2010), Kline (2011), and Tabachnick & Fidell (2013), were utilised to confirm data normality. Extraordinary skewness and kurtosis typically have minimal impact on results when the sample size exceeds 200 (Tabachnick & Fidell, 2013). Kline (2011) notes that kurtosis and absolute skewness ratings exceeding three may indicate potential issues. Since normality is not always a prerequisite for structural equation modelling, the researcher in this study assessed skewness and kurtosis to identify potential outliers. Kline (2011) suggests that skewness values of +3 or -3 are acceptable, and kurtosis values should ideally fall within this range as well. The residual errors exhibit excess kurtosis ranging from -1.411 to 7.92 and negative skewness from -0.001 to -2.655. As shown in Table 4.2, all data points in this analysis meet the criteria for acceptable distributions, including absolute kurtosis values below 3.

Table 2.2: Measurement model and normality test

Variables	Indicators	Loadings	Mean	Standard deviation	Excess kurtosis	Skewness
Commitment to Digital Transformation	CDT1	0.658***	3.636	0.816	2.092	-1.313
	CDT2	0.681***	3.853	0.872	-0.111	-0.628
	CDT3	0.775***	3.659	1.045	-0.415	-0.595
	CDT4	0.782***	3.698	0.985	-0.222	-0.639
	CDT5	0.876***	3.667	1.037	-0.163	-0.644
	CDT6	0.795***	3.682	1.093	-0.116	-0.71
	CDT7	0.716***	3.667	0.991	0.18	-0.738
Digital Competency	DC1	0.635***	3.713	1.122	-0.587	-0.579
	DC2	0.686***	4.442	0.923	3.21	-1.894
	DC3	0.777***	4.612	0.781	7.92	-2.655

	DC4	0.860***	4.558	0.844	5.817	-2.38
	DC5	0.804***	4.543	0.817	4.757	-2.17
	DC6	0.874***	4.519	0.758	5.158	-2.062
	DC7	0.758***	4.372	0.907	2.504	-1.63
	DC8	0.622***	4.264	0.919	1.348	-1.338
	DC9	0.762***	4.426	0.842	3.013	-1.733
	DC10	0.804***	4.512	0.738	5.079	-1.973
	DC11	0.768***	4.419	0.785	3.468	-1.676
	DC12	0.704***	4.349	0.784	1.145	-1.196
Digital Culture	Organisational					
	DOC1	-	2.612	1.266	-1.411	-0.001
	DOC2	-	3.264	1.191	-0.423	-1.137
	DOC3	0.724***	3.667	0.697	4.382	-2.214
	DOC4	0.841***	3.388	0.874	0.302	-1.199
	DOC5	0.809***	3.465	0.863	0.866	-1.428
	DOC6	0.780***	3.388	0.838	0.328	-1.157
	DOC7	0.807***	3.333	0.848	-0.319	-0.933

Source; Author's Field survey & computation, 2025

NB: DOC1, DOC2 were deleted due to poor loadings

2.3.4 Reliability of the Measuring Instruments

The researcher used Cronbach's alpha coefficient to assess the reliability of each scale. The results shown in Table 4.3 indicate that all Cronbach's alpha values for commitment to digital transformation (0.876), Digital Competency (0.914), and Digital Organisational Culture (0.742) exceed the threshold of 0.7. This demonstrates that the scales for these constructs are reliable and exemplary. The designated scales show strong sample reliability. Additionally, it was also supported by sister indicators like rho A and composite reliability, which are within the accepted range.

The researcher conducted a confirmatory factor analysis (CFA) employing the PLS algorithm, having excluded surveys with missing data or incomplete responses to maintain the integrity of the measurement tools. Prior to advancing to the structural model and hypothesis testing, the researcher verified the unidimensionality of each construct's items by estimating the measurement model using confirmatory factor analysis (CFA). Table 4.2 indicates that the researcher achieved success, as all measurement components exhibit factor loadings exceeding 0.5.

To verify convergent validity, the researcher employed a confirmatory factor analysis, combined with the "Average Variance Extracted" (AVE) method. For this study, the researcher relied on composite reliability and Cronbach's alpha. If an item's factor loading exceeds 0.5, it is considered valid, as per Wallace *et al.* (2022). According to Adelakun, Olaleye, Khumalo, and Omikunle (2025) and Olaleye, Lekunze, Sekhampu, Khumalo and Ayeni (2024), an item can be included if its AVE is at least 0.50. All values had an AVE above 0.5, except for the DOC, which had an AVE of 0.452. However, it is generally accepted that if AVE is below 0.5 but the sister indicators, such as CR and rho_A, are above 0.7, there can still be evidence of convergent validity (Hair et al., 2017; Olaleye et al., 2024; Vetbuje & Olaleye, 2022).

Table 2.3: Results of the reliability test

Factors and scales	Items	Items deleted	CA	rho_A	CR	AVE
Commitment to Digital Transformation	7	-	0.876	0.876	0.904	0.574
Digital Competency	12	-	0.914	0.924	0.936	0.554
Digital Organisational Culture	7	2	0.742	0.844	0.810	0.452

2.3.5 Discriminant Validity

Discriminant validity confirms the reliability of measuring constructs that are not interrelated within the model (Fornell & Larcker, 1981). The assessment can be conducted through a comparison of the AVE and CR values. Discriminant validity is confirmed when the square root of the Average Variance Extracted (AVE), indicated in bold along the diagonal, surpasses the correlation values of the constructs, as established by Anderson and Gerbing (1988). Consequently, all constructs satisfied this criterion, thereby confirming discriminant validity in accordance with the Fornell and Larcker standard.

Table 2.4: Discriminant Validity of Variables (Fornell-Larcker criterion)

Constructs	EMR	HRP	TIS
Commitment to Digital Transformation (CDT)	0.758		
Digital Competency (DC)	0.409	0.745	
Digital Organisational Culture (DOC)	0.746	0.256	0.672

2.3.6 Quality Criteria: Goodness of Fit

SRMR transforms both the sample covariance matrix and the expected covariance matrix into correlation matrices. According to Henseler *et al.* (2016), a value below 0.08 signifies a good fit. Additionally, Henseler et al. (2014) proposed SRMR as a goodness-of-fit measure for PLS-SEM to help prevent model misspecification. As shown in Table 4.5, the SRMR is 0.071, which is below the recommended threshold of 0.08. Moreover, the NFI value is 0.808, which is close to 1, indicating that the data aligns well with the study model. Consequently, the correlation coefficient of the model is sufficiently reliable for validating the hypothesis.

Table 2.5: Model fit summary

Indicators	Saturated model
SRMR	0.071
D_ULS	3.558
d_G	1.073
Chi-square	679.098
NFI	0.808

2.3.7 Hypothesis testing

Researchers utilized foundational models to assess the instrument's causal constructs and performed an analysis of the measurement models in the study. The path coefficient,

R-squared, t statistic, p-value, and f2 were estimated using 2000 bootstrapping resampling procedures. The researcher analysed the impact of digital organisational culture and digital competency on commitment to digital transformation in the FMCG sector, taking into account both direct and indirect effects.

Table 4.6 details the results of all tests concerning the structural model and the associated hypotheses. The confirmation of H1 is evident from the data presented in Table 4.6, which indicates that digital organisational culture exerts a significant positive impact on commitment to digital transformation ($\beta = 0.679$, $t = 12.552$, $p < .05$). Additionally, it is shown to significantly affect digital competency ($\beta = 0.240$, $t = 2.216$, $p < .05$), thereby supporting H2. Furthermore, H3 is confirmed as the findings demonstrate that digital competency has a positive and significant impact on commitment to digital transformation ($\beta = 0.250$, $t = 3.217$, $p < .05$). The combination of digital competency and digital organisational culture accounts for 60.8% of the variation in commitment to digital transformation, with 39.2% remaining unexplained by other factors outside the scope of this study. This indicates that the variables possess a moderate level of predictive explanatory capability (refer to figure 3).

Meanwhile, digital competency is reported to have a positive and partially significant mediating effect on the relationship between digital organisational culture and commitment to digital transformation (H4: $\beta = 0.061$, $t = 2.064$, $p < 0.05$). Finally, since the substantive significance (f^2) of the two paths (digital organisational culture) falls within the range of 0.02-0.15, the reported direct pathways demonstrate a low impact size. In contrast, the path (digital organisational culture) exhibits a large significant effect because f^2 exceeds the 0.35 threshold. Thus, the model fit assessment confirmed that the model was correct. the evaluation of the model fit revealed that it was correct.

Table 2.6: Result of the path analysis

Relationship	Std. Beta	Std. Error	T-statistic	p-value	F ²	R ²	Decision
H1: DOC → CDT	0.679	0.058	12.552	0.000***	1.124	0.608	S
H2: DOC → DC	0.240	0.109	2.216	0.019***	0.070	0.666	S
H3: DC → CDT	0.250	0.083	3.217	0.004***	0.130	0.608	S

Indirect effect (mediational analysis)						
H4: DOC → DC → CDT	0.061	0.029	2.064	0.040***	Partial mediation	S

Source: Author's Field survey and researcher computations. S- supported

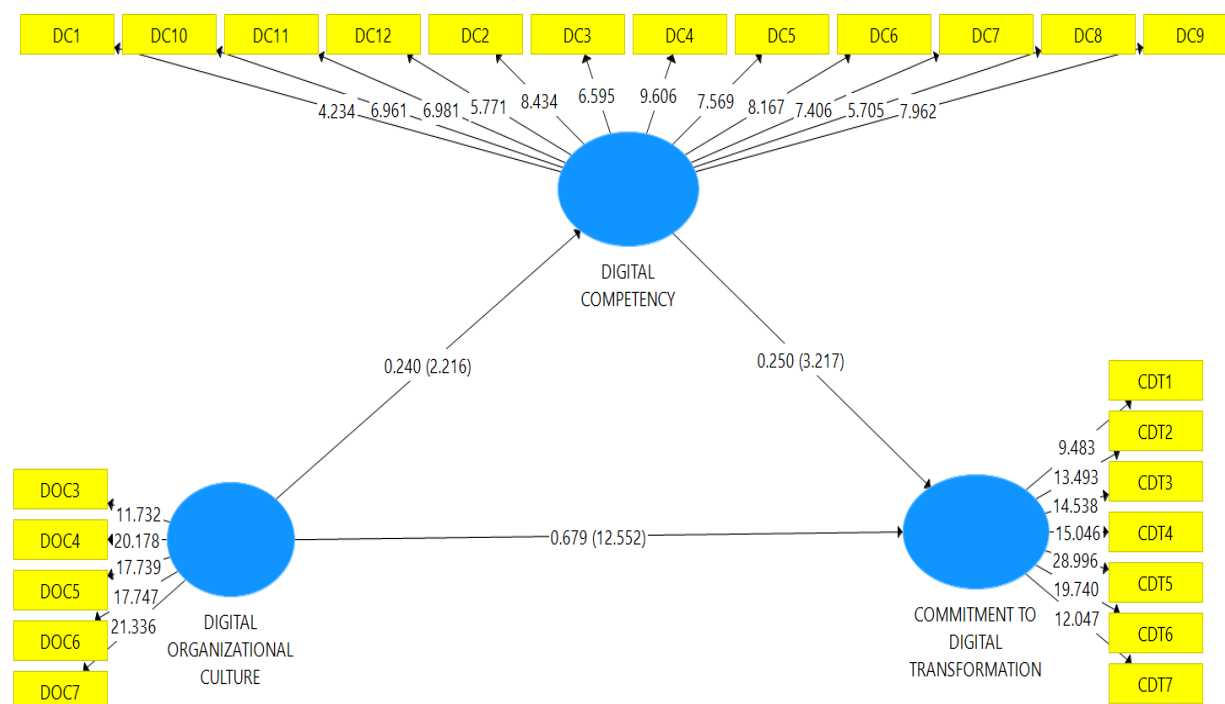


Figure 2.2: Path analysis and T-statistics

The empirical research findings derived from the data. The data analysis was conducted to address the objectives and research hypotheses outlined in the initial chapter. After processing the raw data using SPSS and SmartPLS, statistical tools commonly employed in the social sciences, the researcher revised the tables to reflect the results. Subsequently, this chapter is complemented by a summary of the study concerning the second model, which includes job satisfaction.

2.4 GENERAL DISCUSSION

The researcher identified a notable link between Digital Organisational Culture and the commitment to Digital Transformation, grounded in the Dynamic Capabilities theory. A conceptual framework was developed to showcase how Digital Organisational Culture, Digital Competency, and commitment to Digital Transformation are interrelated. The study utilized data from a consumer goods company to validate the hypothesis. The first hypothesis indicated a strong connection between Digital Organisational Culture and

commitment to Digital Transformation, with findings suggesting that a robust digital culture enhances an organisation's dedication to transformation and positively impacts its workforce. This aligns with previous research by Malewska et al. (Wagner, 2024), which also found a relationship between Digital Transformation and Digital Organisational Culture. The second hypothesis revealed a significant correlation between Digital Organisational Culture and Digital Competency, indicating that a positive digital culture enhances digital skills within the organisation. Cyfert, Dyduch, Szumowski, and Prause (2025) further emphasised that integrating digital competencies with digital leadership can transform organisational culture and facilitate effective digital transformation.

The research indicates a strong link between Digital Competency and Commitment to Digital Transformation, suggesting that enhancing digital skills promotes innovation and openness to new technologies within organisations (Ha, 2025). Additionally, it was found that Digital Competency acts as a mediator between digital organisational culture and commitment to digital transformation, with evidence showing that digital culture and knowledge positively impact the adoption of digital technologies (Cardos et al., 2024).

2.5 THEORETICAL IMPLICATIONS

This research contributes to the theoretical knowledge of digital transformation, which has thus far been explored primarily in more developed countries. It builds on the established Digital Maturity Model (DMM), showing that, for successful digital transformation, organisations need to develop an accurate roadmap and manage the process effectively. Additionally, the DMM serves as a critical success factor, letting businesses figure out where they stand now and make plans that will help them reach their goals (Aras & Büyüközkan, 2023). Its conceptual contribution provides significant insights into the scant research on digital transformation and digital organisational cultures and digital competencies across different nations and sectors. The findings predominantly reflect a private sector viewpoint, particularly within the FMCG industry. The theoretical implications significantly augment our comprehension of the impact of digital transformation on organisational culture, practices, and employees' digital competencies. Furthermore, the suggested framework promotes the amalgamation of diverse theoretical domains, encompassing digital transformation, organisational behaviour, and skills development, in the cultivation of dynamic digital capabilities. Digital transformation

affects innovation performance by changing dynamic capabilities like how well you see opportunities, how well you adapt to new environments, how well you coordinate and integrate, and how well you learn and absorb new information (Xu & Shu,2023).

2.6 MANAGERIAL IMPLICATIONS

The study emphasizes the importance of organisations understanding how digital transformation affects their cultures. It stresses the need for investment in digital skills development to strengthen commitment to digital transformation. Cultures that are supportive and innovative foster an environment that promotes digital competency through openness, learning, and knowledge sharing among employees (Zervas & Triantari). Based on the study's findings, several important conclusions have been drawn. Firstly, organisations and their policymakers must develop a digital strategy that includes upskilling and enhancing competencies as part of the digital transformation journey by making the right investments and providing employees with suitable digital training and tools to perform their tasks, enabling the organisation to realise a return on investment (ROI) and achieve higher levels of commitment to digital transformation. Lopes, Sargento, and Farto (2023) highlighted that the regular promotion of training programmes by organisations and the provision of incentives are essential to improving employees' digital skills and better preparing them for the ongoing digital transformation. Secondly, they should employ an effective change management model that enables the organisation to successfully implement its digital strategy, fostering a sustainable digital organisational culture that empowers employees to embrace digital change and commit to the digital transformation. According to Winasis, Djumarno, and Ariyanto (2020), organisations that equip their employees with essential resources can enhance adaptability and support during digital transformation. thirdly, a commitment to this transformation requires a more open-minded approach from organisations and policymakers, promoting a flexible work environment that boosts employee engagement and job satisfaction, ultimately leading to better organisational performance and competitive advantage. Accordingly, Widodo *et al.* (2024) emphasised the importance of fostering internal learning communities, providing consistent training, and implementing digital technology incentive programmes. Consequently, organisations can maintain competitiveness in a dynamic market by providing their employees with digital competencies and expertise.

2.7 LIMITATIONS OF THE RESEARCH

The study provides valuable insights into the connections between digital organisational culture, digital competency, and commitment to digital transformation. However, it has limitations, particularly its focus on just one organisation in the FMCG industry, which may restrict the applicability of its findings to the broader sector. Second, the sample size of 129 provides a limited perspective for broader application, as recruiting additional respondents was challenging. This was mainly due to the timing of the research, which coincided with the organisation's period of change, resulting in low employee morale and a decreased willingness to participate. Third, it would have been beneficial to understand the organisation's digital status quo, enabling researchers to assess whether the organisation has a digital strategy, its level of digital transformation maturity, and its utilisation of digital tools, thereby allowing respondents to give more accurate answers. Lastly, an AVE of 0.418 is significantly below the standard 0.5 threshold, yet the researchers defend it using Composite Reliability (CR). This has a limitation for the study design, as the Job Satisfaction construct showed lower convergent validity.

2.8 FUTURE DIRECTIONS

The study examined digital organisational culture, digital competency, and commitment to digital transformation, but did not address the impact of leadership on this commitment. It utilised a quantitative research approach, suggesting that future studies could incorporate qualitative methods, such as interviews, to gather data. Future research should also investigate the role of leadership and change management in fostering commitment to digital transformation and contribute to the literature on organisational behaviour. Overall, recognising these limitations can serve as a helpful starting point for guiding future research, which should aim to include a larger population and sample size, as well as incorporate a fourth variable to examine the role of leadership. This approach would also support a more adaptable research design, resulting in more reliable interpretations and facilitating the generalisation of findings within the changing digital transformation landscape and organisational behaviour, thereby adding meaningful value to the theory of dynamic capabilities.

2.9 CONCLUSION

The study reveals important insights regarding the roles of digital organisational culture, digital competency, and commitment to digital transformation in the South African FMCG sector. The analysis indicates a strong positive correlation among these factors, suggesting that organisations can create effective digital strategies by integrating these elements. The study's findings are especially beneficial for organisational policymakers, ensuring that, when implementing their digital strategy, clear plans are in place to facilitate the successful execution of their digital transformation journey, including effective change management and skills development plans. The results also further elaborate on the importance of a deliberate digital strategy, encouraging organisations to invest in developing digital skills to ensure employees' digital readiness and competencies. This opens opportunities for policymakers to foster an organisational culture that supports collaboration at all levels, providing the best return on investment in digitisation. Consequently, organisations need to recognise that digital transformation positively influences organisational behaviour, builds dynamic capabilities, and creates a work environment that encourages innovation.

2.10 DISCLOSURE STATEMENT

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Institutional Review Board Statement: The research received approval from the Economic and Management Sciences Research Ethics Committee (EMS-REC) and the North West University Research Ethics Committee.

Regulatory Committee (NWU-RERC) (NWU-00733-25-A4, 4 July 2025).

Informed Consent Statement: All participants gave informed consent prior to their involvement in the study.

Data Availability Statement: Owing to certain limitations, the data cannot be accessed publicly; nonetheless, they may be provided upon a justified request.

Conflicts of Interest: The author asserts the absence of any conflicts of interest.

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CHAPTER 3 : ARTICLE 2

Title: Exploring the Role of Digital Competency as a Moderator between Digital Organisational Culture, Commitment to Digital Transformation, and Job Satisfaction in a selected consumer goods company.

Abstract

Digital transformation has become vital for many organisations, making it important for policymakers to understand its effects on digital culture, skills, commitment, and job satisfaction. This study examines the role of digital competency as a moderator between digital organisational culture, commitment to digital transformation, and job satisfaction in a selected consumer goods company. The research is based on the Dynamic Capabilities theory and the Digital Maturity Model framework. Using a quantitative, cross-sectional approach, data were collected from 129 employees of a South African consumer goods company. Data analysis was conducted with SPSS 27 for coding and SmartPLS 3 for statistical analysis. The findings of the study indicate that digital organisational culture significantly enhances commitment to digital transformation and has a considerable influence on job satisfaction. Moreover, the findings indicate that digital competency exerts a positive influence on the relationship between digital organisational culture and commitment to digital transformation, although this effect is not statistically significant. Finally, the findings suggest that digital competency shows a minimal, statistically insignificant positive moderating effect on the relationship between digital organisational culture and commitment to digital transformation. The results indicate that digital competency does not influence the relationship between digital organisational culture and job satisfaction, which continues to be negative and insignificant. Additionally, the results indicate a positive but statistically insignificant relationship among digital competency, organisational culture, and commitment to digital transformation. Contributing to the Dynamic Capabilities theory and the Digital Maturity Model, this study builds on the organisational behaviour literature. It also emphasises the importance of organisations committing to digital transformation by adopting an open-minded approach and fostering a flexible work environment, thereby enhancing employee engagement and job satisfaction. This may ultimately lead to improved organisational performance, a competitive edge, and superior outcomes.

Keywords: Digital Organisational Culture, Digital Competency, Commitment to digital transformation, job satisfaction.

3.1 INTRODUCTION

The South African consumer goods organisations are process-driven due to compliance requirements and the need to ensure continuous profitability and sustainability. The automation of these processes and procedures can be facilitated through the introduction and implementation of digital technologies and systems, thereby reducing transaction costs and enabling organisations in the retail sector to respond to their customers swiftly (Trofimov, Artykhov, Gostilovich & Chizhov, 2023). The South African consumer goods organisations play an active role in the country's economy, particularly in terms of employment; therefore, the introduction of automation in this sector creates new jobs and career opportunities, which require a new skill set to adapt to the digital transformation changes (Malgas, Khatle & Mason, 2017). Another critical factor for South African consumer goods organisations is their heavy reliance on employees' commitment to their work, which promotes productivity and job satisfaction and, in turn, influences employee performance.

Research has demonstrated that highly productive employees who excel at optimising material use, reducing operational expenses, and boosting productivity have a positive influence on the organisation's profitability and effectiveness (Rasheed, 2025). Furthermore, efficiency, quality, innovation, and adaptability are all factors that improve employee productivity and are crucial for maintaining organisational performance. Successful management of digital transformation requires a company's overall context and strategic goals to drive the need for innovative activities (Trofimov et al., 2023). Corporations can foster employee support for digital transformation, making it more efficient and productive. According to the Dynamic Capabilities theory, organisations must integrate, build, and reconfigure in the digital age to stay competitive.

Ellström, Holtström, Berg, and Josefsson (2021) state that organisations must have the capacity to adapt their business models and organisation strategies to successfully transform digitally. Teece (2007) offers perceiving, grasping, and reconfiguring as a dynamic capability. Teece (2007), the proponent of the Dynamic Capabilities theory, noted that micro foundations explain perceiving, seizing, and reconfiguring capabilities.

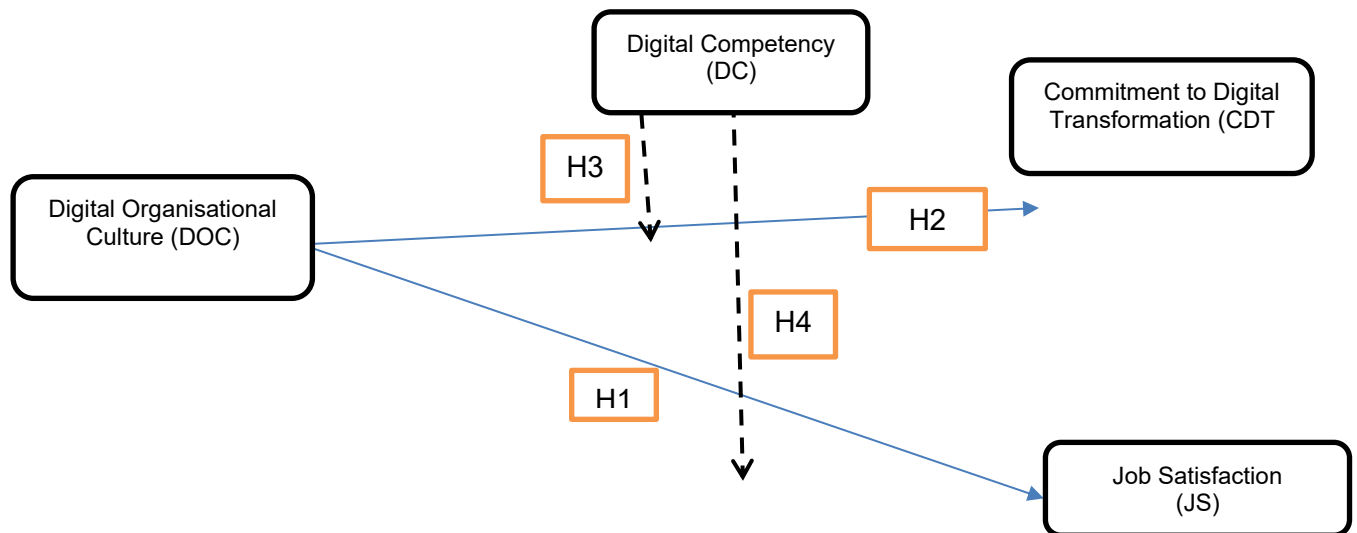
This study adds to dynamic capabilities by showing that digital transformations moderately affect digital organisational culture, digital competences, and employees' attitudes, emphasising the necessity for businesses to adapt and change in the digital age. This study expands on Sahil's (2024) findings regarding the need for research into technology's impact on the workforce, particularly concerning job displacement and new skill requirements in digital retail. The researchers investigate how Digital Competency influences the connections between commitment to digital transformation, work engagement, and job satisfaction in a consumer goods company with a digital culture. It contributes to the understanding of digital transformations and the Dynamic Capabilities theory in organisational behaviour, providing valuable insights for the consumer goods sector.

3.2 LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

The process of digital transformation in organisational culture can promote and influence employees' adaptation to digital developments, thereby enhancing organisational flexibility. Therefore, organisations should provide ongoing training opportunities and encourage active participation in digitalisation by offering continuous training to improve employees' digital skills. This not only increases the company's effectiveness but also reduces resistance to change (Karakuş & Yalçın, 2024). To keep up with the ever-changing landscape, retailers must continue to cultivate a culture of adaptation, creativity, and a forward-thinking mindset. Furthermore, the integration of emerging technologies such as artificial intelligence, the Internet of Things, and data analytics has become increasingly important in the retail sector (Sagar, 2024). These developments lend support to the dynamic capability theory, which states that digital transitions necessitate ongoing integration, building, and reconfiguration in order for organisations to remain adaptive. Drawing on the study by Alrub and Sánchez-Cañizares (2025), it has been found that dynamic capabilities truly serve as drivers of the development of valuable resources and competencies, collectively referred to as digital assets, that enhance an organisation's performance and enable it to remain agile. The authors highlight the importance of incorporating digital elements into an organisation's strategy, culture, and business model to maintain agility and competitive advantage in the digital age. The study contributes to the understanding of dynamic capabilities and their crucial role in digital transformation, as well as their influence on organisational behaviour. It posits a

significant link between digital organisational culture, digital transformation, and employee attitudes.

Figure 3.1: Proposed model moderation 2



Rooted in the theory of Dynamic Capabilities, this conceptual framework examines the moderating effects of Digital Organisational Culture, Commitment to Digital Transformation, and Job Satisfaction. Based on the core principles of Dynamic Capabilities, integrating, building, and reconfiguring internal and external resources to adapt to rapidly changing environments, the researcher anticipates observing a significant moderation in Digital Organisational Culture, Commitment to Digital Transformation, and Job Satisfaction.

3.2.1 Digital Organisational Culture and Commitment to Digital Transformation

Digital Organisation Culture and Commitment to Digital Transformation have an influence on each other. According to Hasan, Alzuod, Jasimee, Alshdaifat, Hijazin and Khrais (2025), Digital Organisational Culture emphasises the importance of organisations undertaking a complete transformation journey by adopting technological systems and processes into their operations and business practices. To reach the critical milestone of a digital organisational culture and a commitment to digital transformation, many organisations may need to focus on two key aspects: an effective change management plan and training and development. Musaffer and Chihan (2024) indicated that when

organisations are genuinely committed to digital transformation and aim for sustainable progress, they require a clear change management plan. This suggests that successful digitalisation implementation involves an organisational culture in which employee adaptation plays a vital role in the change management protocols.

The second aspect is the organisation's commitment to invest in its employees' training and development to enable them to use the new digital systems and embrace technology; therefore, digital transformation goes beyond merely using digital technology and also involves the importance of a clear digital strategy and investing in acquiring digital skills (Cao et al, 2025). Training is a vital activity that gives people the skills and competencies they need to use new technologies and working techniques while reducing resistance to change. Training and development thus play a crucial role in the change management journey to adapt to digital transformation, enabling employees to become successfully committed (Bellantuono, Nuzzi, Pontrandolfo & Scozzi, 2021). Furthermore, a gap has been identified in the study by Tuukkanen, Wolgsjö, and Rusu (2022) for further exploration of the role of digital organisational culture and commitment to it across various industries, regions, and organisational sizes, to validate and expand on their findings. The leadership team and policy makers of organisations needs to make time and understand the impact of digital transformation on their organisation, particularly regarding culture, because research found that bringing awareness to the leadership team about organisations currently embarking on a digital transformation journey can help them recognise the cultural values that might influence the success or failure of their digital initiatives (Tuukkanen et al, 2022). Based on these findings, the following hypothesis is proposed:

Hypothesis 1: There is a significant correlation between Digital Organisational Culture and Commitment to Digital Transformation.

3.2.2 Digital Organisational Culture and Job Satisfaction

Organisational culture plays a significant role in organisational behaviour psychology. Additionally, organisations' cultures also influence how people experience their work, which ultimately affects employee motivation and job satisfaction. In a research by Rahman and Jantan (2020), a strong relationship was found between leadership behaviour, organisational commitment, organisational culture, and job satisfaction.

Building on this, Dubey, Pathak, and Sahan (2023) also found that job satisfaction was a significant, positive predictor of Organisational Citizenship Behaviour among managerial employees. This study demonstrates the important role job satisfaction plays within the organisation and the impact of other factors such as organisational culture. When implementing digital transformation, organisations need to consider how it will help employees perform their roles more effectively and how it may positively influence other aspects of their lives, such as opportunities for improved work-life quality and balance (Kurniasari & Dewi, 2023).

Gebczynska (2022) also found that the Industry 4.0 era has affected employee satisfaction, including the quality of work life, work-life balance, and organisational commitment. However, this study had limitations, as it focused only on Polish SMES; the author therefore recommended further studies to determine whether her findings could be generalised. These findings have sparked the researcher's interest in investigating whether digital organisational culture influences employees' attitudes. Boccoli, Gastaldi, and Corso (2023) found that work-life balance plays a crucial role for many employees, positively impacting employee engagement. This is highlighted by the fact that employees with a balanced workload are more likely to remain committed and productive. This makes the study valuable by providing better insights into whether digital transformation has created an environment that enables employees to achieve better work-life balance and positively linking this to high job satisfaction levels. This study further builds on Gebczynska's (2022) findings, which found that the impact of digital transformation may be perceived positively if new digital tools create autonomy and eliminate elements of frustration from manual, intensive work, thereby contributing to organisational behaviour perspectives on people and culture. Thus, the following hypothesis is proposed:

Hypothesis 2: There is a significant correlation between Digital Organisational Culture and Job Satisfaction.

3.2.3 Digital Competency, Digital Organisational Culture and Commitment to Digital Transformation

Recent advancements in technology significantly influence organisational behaviour and business processes, aiming to enhance performance, employee engagement, and customer value (Piddubna & Gorobynskaya, 2023). Understanding the role of digital

competency in shaping digital culture, commitment to transformation, and job satisfaction is essential. Research by Alieva and Powell (2022) indicates that digital transformation affects employee behavior, with factors like leadership, management involvement, training, and corporate social responsibility positively influencing the process. Key employee traits linked to positive outcomes include creativity, information sharing, and job satisfaction. Saerang and Nelwan (2024) also found that commitment to digital transformation enhances employees' digital skills. Investing in digital competencies is thus seen as beneficial for employee performance and satisfaction, reinforcing commitment to transformation. The study emphasises the connection between digital culture, competencies, and transformation commitment. It builds on previous research by Blanka, Krumay, and Rueckel (2022), which identified gaps in understanding organisational learning and capabilities in digital transformation, highlighting the need for further exploration of these relationships.

Hypothesis 3: Digital Competency moderates the relationship between Digital Organisational Culture and Commitment to Digital Transformation.

3.2.4 Digital Competency, Digital Organisational Culture and Job Satisfaction.

Saygili and Öztirak (2024) found that good attitudes towards digital technology help adapt to flexible working arrangements, highlighting the relevance of digital training and development programs in digitalisation. Furthermore, the author highlighted that businesses should continuously organise training programmes to enhance employees' digital competencies. This makes gaining digital competencies an important part of the transition. Digital competencies have been identified as positively influencing employee work attitudes when performance is optimised through technology and adequately supported through training and development. Additionally, when employees are familiar with their new systems, they are more likely to enjoy working with digital tools (Machingambi, Sigauke & Kappo-Abidemi, 2024). On the other hand, Lindner, Przybysz, Schneider, and Keil (2022) found that when employees perceive their digital competency as lower, they are less willing to participate in digital training. This speaks to the purpose of this study, in which the researchers argue that there is a moderate relationship between digital competencies, digital organisational culture, and job satisfaction. Farah, Suseno, and Suadma (2023) note that digital competency variables related to working with digital

systems and utilising digital tools contribute to improving self-efficacy and self-esteem as part of individual development. Furthermore, understanding the impact of digital competencies on employee work attitudes helps organisations grasp how digital skills influence employee behaviour and overall organisational performance.

Wulandari, Hamid, and Ikbali (2025) concluded that digital competency significantly influences employee performance, but its impact on job satisfaction is not substantial. In another study by Hidayat, Sumantri, Rumengan, Wibisono, and Khaddafi (2023), they found that digital competence has a significantly positive effect on job satisfaction. Subsequently, the following hypothesis is tested:

Hypothesis 4: Digital Competency moderates the relationship between Digital Organisational Culture and job satisfaction.

3.3 METHODOLOGY

3.3.1 Research Approach, Sampling Procedure and Characteristics

This study is grounded in the philosophical assumption of the positivist paradigm. Positivism employs the deductive approach to validate previously formulated hypotheses, which are frequently articulated in quantitative terms. This investigation will employ a deductive research methodology aimed at hypothesis testing. This study employed a quantitative research approach, utilizing a correlational research design with a sample size of N=129, which was selected through a convenience sampling strategy. The research received ethical clearance from North-West University (NWU-00733-25-A4). The analysis of data was conducted utilizing the “Partial Least Squares Structural Equation Modelling” (PLS-SEM), version 3. The study comprised a sample size of 129, predominantly consisting of individuals aged between 29 and 40 years. A significant majority of respondents, specifically 76%, who participated in the survey are aged between 29 and 40 years. Furthermore, (41.9%) respondents surveyed hold junior management positions, followed by 24.8% being at the frontline employee position. In terms of respondents' educational qualification distribution, the majority had a diploma certificate (61.2%). Lastly, 46.5% of respondents, who are the majority, had experience of 6-10 years.

3.3.2 Measures and Analytical Technique Measure

A research questionnaire was used to gather the data. The research questionnaire method offers researchers a versatile and effective tool for collecting data across various research fields. The questionnaire was created using Google Forms for distribution to participants. Digital Organisational Culture was assessed using the scale developed by Gill and Van Boskirk (2016). The scale has an internal consistency reliability of $\alpha = 0.922$. Digital Competency was evaluated using a digital scale developed by Schmölz, Geppert, Schwarz, Svecnik, Koch, Bieg and Freund (2023). The scale's internal reliability is $\alpha = 0.80$. Commitment to Digital Transformation was measured using the scales developed by Gill and Van Boskirk (2016), McLaughlin (2017), Alvarenga, Matos, Godina, and Matias (2020), and Cavalcanti, Rodrigues, Oliveira, and Santini (2022). Job satisfaction was measured using the Job Satisfaction Scale (JSS), developed and validated by Rothmann (2010). The internal consistency, $\alpha = 0.84$, demonstrates reliability. For this study, both inferential and descriptive statistical analyses were conducted. Inferential statistics provide researchers with reasonable ranges of what can be generalised from the study's outcomes. Data was analysed using the "Partial Least Squares Structural Equation Modelling" (PLS-SEM), version 3.

3.4 ANALYTICAL PROCEDURE

This chapter outlines the results from the study's statistical analysis. SPSS version 27 was utilised for coding, while SmartPLS version 3 facilitated data analysis. A p-value below 0.005 is regarded as statistically significant. The study aimed to define digital transformation and job satisfaction, and to explore how digital organisational culture and digital competency influence FMCG companies in South Africa. Using the socio-economic data from the previous chapter, the hypothesised relationships are tested, with all necessary analyses carefully performed.

3.5 RESULTS

3.5.1 Descriptive Statistics and Normality Test

Skewness and kurtosis help assess data deviation from normality. The data reveal a broad range of values. Past errors are irrelevant here, as they only relate to normality tests. The researcher confirmed that the data points, excluding outliers, are within

expected ranges. Hair Jr. *et al.* (2010) emphasise that a normal distribution is crucial in statistics, defining 'normality' as data that matches the standard normal curve. Methods such as skewness and kurtosis, used by Hair Jr. (2010), and Tabachnick and Fidell (2013), are used to verify normality. Kline (2011) states that kurtosis and skewness of more than three may signal issues. Since normality is not always necessary for structural equation modelling, the study checked for outliers by examining skewness and kurtosis. Kline suggests an acceptable skewness of ± 3 , with kurtosis ideally within this range. Residual errors had excess kurtosis from -1.411 to 7.92 and negative skewness from -0.001 to -2.655. As shown in Table 1, all data meet the distribution criteria, with kurtosis values below 3.

Table 3.1: Normality test

Variables	Indicators	Mean	Standard deviation	Excess kurtosis	Skewness
Commitment to Digital Transformation	CDT1	3.636	0.816	2.092	-1.313
	CDT2	3.853	0.872	-0.111	-0.628
	CDT3	3.659	1.045	-0.415	-0.595
	CDT4	3.698	0.985	-0.222	-0.639
	CDT5	3.667	1.037	-0.163	-0.644
	CDT6	3.682	1.093	-0.116	-0.71
	CDT7	3.667	0.991	0.18	-0.738
Digital Competency	DC1	3.713	1.122	-0.587	-0.579
	DC2	4.442	0.923	3.21	-1.894
	DC3	4.612	0.781	7.92	-2.655
	DC4	4.558	0.844	5.817	-2.38
	DC5	4.543	0.817	4.757	-2.17
	DC6	4.519	0.758	5.158	-2.062
	DC7	4.372	0.907	2.504	-1.63
	DC8	4.264	0.919	1.348	-1.338
	DC9	4.426	0.842	3.013	-1.733
	DC10	4.512	0.738	5.079	-1.973
	DC11	4.419	0.785	3.468	-1.676
	DC12	4.349	0.784	1.145	-1.196
Digital Organisational Culture	DOC1	2.612	1.266	-1.411	-0.001
	DOC2	3.264	1.191	-0.423	-1.137
	DOC3	3.667	0.697	4.382	-2.214
	DOC4	3.388	0.874	0.302	-1.199
	DOC5	3.465	0.863	0.866	-1.428
	DOC6	3.388	0.838	0.328	-1.157

	DOC7	3.333	0.848	-0.319	-0.933
Job Satisfaction	JS1	3.426	1.16	-0.731	-0.407
	JS2	3.496	1.128	-0.444	-0.547
	JS3	3.403	1.089	-0.893	-0.313
	JS4	3.264	1.117	-0.757	-0.369
	JS5	3.194	1.162	-0.909	-0.086

Source; Author's Field survey & computation, 2025

3.5.2 Reliability of the Measuring Instruments

The Cronbach's alpha coefficient was employed to assess the reliability of each scale. The findings presented in Table 2 indicate that all Cronbach's alpha values for Commitment to Digital Transformation, digital competency, digital organisational culture, and job satisfaction range from 0.639 to 0.914, all of which exceed the threshold of 0.6 as revealed by Hair *et al.* (2021) and Olaleye *et al.* (2024). This indicates that the scales for these constructs are exemplary and reliable. There is significant sample reliability on the designated scales.

Table 3.2: Results of the reliability test

Factors and scales	Mean	No of Items
Commitment to Digital Transformation	0.876	7
Digital Competency	0.914	12
Digital Organisational Culture	0.742	7
Job satisfaction	0.639	5

3.5.3 Multicollinearity Test

The carefully collected and verified data contain no major errors that would hinder multicollinearity testing, confirming their suitability for further analysis. Additionally, the investigation assessed potential multicollinearity using the variance inflation factor (VIF), as shown in Table 3. All variables had VIF values below the threshold of 3, with an average VIF of 1.00, indicating that multicollinearity is not a concern in this research (Hair

et al., 2017). Based on these thorough evaluations, the study items are considered appropriate for implementation.

Table 3.3: Multicollinearity test

Variables	CDT	DC	DOC	JS
Commitment to Digital Transformation (CDT)	-	-	-	-
Digital Competency (DC)	1.126	-	-	1.126
Digital Organisational Culture (DOC)	1.143	-	-	1.143
Job satisfaction (JS)	-	-	-	-

Source: Author's computation, 2025.

3.5.4 Assessing the Measurement Model

The current research assessed the validity of these constructs through various measures: (i) factorial validity, considering a factor loading above 0.5 as acceptable; (ii) inter-rater reliability, evaluated using Cronbach's Alpha (CA > 0.6) and composite reliability (CR > 0.6); and (iii) convergent validity, determined by the average variance extracted (AVE), with validity assumed when AVE exceeds 0.50; Table 4 delineates the construct validity, average variance explained (AVE), and Cronbach's alpha reliability outcomes derived from this investigation. All AVE values exceed 0.5 threshold except for digital organisational culture (0.453) and job satisfaction (0.418). In comparison, sister indicators (composite reliability and Cronbach's alpha coefficients) exceed the 0.6 threshold as indicated by Hair et al. (2021) and Olaleye et al. (2021), thereby confirming their validity.

Table 3.4: Measurement model

Variables	Indicators	Loadings (λ)	CA	Rho_A	CR	AVE
Commitment to Digital Transformation	CDT1	0.658***	0.874	0.876	0.904	0.574
	CDT2	0.681***				
	CDT3	0.775***				
	CDT4	0.782***				
	CDT5	0.876***				
	CDT6	0.795***				
	CDT7	0.716***				
Digital Competency	DC1	0.635***	0.923	0.927	0.935	0.553
	DC2	0.686***				
	DC3	0.777***				

	DC4	0.860***				
	DC5	0.804***				
	DC6	0.874***				
	DC7	0.758***				
	DC8	0.622***				
	DC9	0.762***				
	DC10	0.804***				
	DC11	0.768***				
	DC12	0.704***				
Digital Organisational Culture	DOC1	-	0.699	0.855	0.808	0.453
	DOC2	-				
	DOC3	0.724***				
	DOC4	0.841***				
	DOC5	0.809***				
	DOC6	0.780***				
	DOC7	0.807***				
Job satisfaction	JS1	0.614***	0.640	0.648	0.778	0.418
	JS2	0.743***				
	JS3	0.711***				
	JS4	-				
	JS5	0.657***				

Source: Author's computation, 2025. - * deleted due to poor loadings.

3.5.5 Discriminant Validity

Table 3.5 below show the descriptive statistics and the correlation matrix for the study variables. The calculations were performed utilizing the methodology proposed by Fornell and Larcker, in conjunction with the Heterotrait-Monotrait (HTMT) ratio of correlations. Every construct underwent thorough testing for discriminant validity, following the strict criteria established by Fornell and Larcker. Discriminant validity is established when the square root of the AVE values for each concept surpasses the correlations among constructs (refer to Table 3.5). Alongside the Fornell and Larcker (1981) criterion, Henseler, Ringle, and Sarstedt (2015) presented the heterotrait-monotrait (HTMT) correlation ratio. The significance of this ratio is highlighted by Kline's (2005) guideline, which indicates that all measurement model structures with HTMT values ranging from 0.312 to 0.709 (below the threshold of 0.85) should be presented in Table 3.6, demonstrating the existence of valid discriminant validity.

Table 3.5: Discriminant validity (Fornell-Larcker Criterion)

Variables	CDT	DC	DOC	JS
Commitment to Digital Transformation (CDT)	0.758			
Digital Competency (DC)	0.410	0.744		
Digital Organisational Culture (DOC)	0.744	0.244	0.673	
Job satisfaction (JS)	0.415	0.267	0.465	0.646

Source: Author's computation, 2025. Diagonal values in bold are the square root of AVE".

Table 3.6: Discriminant validity (Heterotrait-monotrait ratio)

Variables	CDT	DC	DOC	JS
Commitment to Digital Transformation (CDT)	-			
Digital Competency (DC)	0.430	-		
Digital Organisational Culture (DOC)	0.701	0.351	-	
Job satisfaction (JS)	0.545	0.312	0.709	-

Source: Author's computation, 2025.

3.5.6 The Correlation Coefficient Between the Variables

The Spearman's Rank correlation was used to evaluate the strength of the relationship between the variables. The results in Table 7 show that the correlation coefficients range from 0.244 to 0.744. A moderate positive relationship exists between digital competency, job satisfaction, and commitment to digital transformation, while a high coefficient is observed between DOC and CDT. Additionally, digital competency shows a weak correlation with both DOC and JS. Meanwhile, DOC and JS display a positive association.

Table 3.7: The correlation coefficient between the variables

Variables	CDT	DC	DOC	JS
Commitment to Digital Transformation (CDT)	1.000	0.410**	0.744**	0.415**
Digital Competency (DC)		1.000	0.244**	0.267**
Digital Organisational Culture (DOC)			1.000	0.465**
Job satisfaction (JS)				1.000

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

3.5.7 Assessing the Structural Model

Researchers employed foundational models to evaluate the causal constructs of the instrument and conducted an analysis of the measurement models within the study.

Estimates for the path coefficient, R-squared, t statistic, p-value, and f2 were derived using 2000 bootstrap resampling procedures. The researcher examined how digital organisational culture and digital competency affect commitment to digital transformation and job satisfaction in the FMCG sector, considering both direct and indirect effects.

Table 3.8 displays all results related to the structural model and hypotheses. H1 is supported because, as shown in Figure 4, DOC has a significant positive impact on commitment to digital transformation ($\beta = 0.709$, $t = 13.407$, $p < .05$) and significantly affects job satisfaction ($\beta = 0.411$, $t = 4.582$, $p < .05$), confirming H2. Furthermore, H3 is validated by results indicating that digital competency has a positive, though insignificant, effect on the interaction between digital organisational culture and commitment to digital transformation ($\beta = 0.084$, $t = 1.892$, $p > .05$). Additionally, digital competency shows a low, nonsignificant positive moderating effect on the relationship between digital organisational culture and commitment to digital transformation. H4 the interaction effect visualised was not statistically significant as the moderating effect of digital organisational culture on the link between digital competency and job satisfaction remains negative and insignificant (see figures 5 and 6).

The coefficient of determination (R^2) is shown in Table 8. The R^2 value ranges from zero to one. A higher R^2 approaching one indicates a better model fit (Hair et al., 2019). In this study, the R^2 values show acceptable predictive power: the direct paths (H1 and H2) have R^2 values of 0.620 (62%) and 0.242 (24.2%), respectively. The model also indicates the effect size related to removing an exogenous latent variable, as shown in Table 3.8. Standard f^2 thresholds are 0.02 (weak), 0.15 (moderate), and 0.35 (strong) (Cohen, 1988). The results suggest that all indirect paths (H3 and H4) have small effect sizes, meaning these exogenous variables are relevant in explaining the variance of the dependent variables, with values around 0.02. The direct path (H2; DOC - JS) has a moderate effect size (f^2), since its value falls within the 0.15-0.3 range. In contrast, the path (DOC - CDT) shows a large, significant effect because its f^2 exceeds 0.35. Therefore, the model fit assessment confirms that the model is correct.

Table 3.8: Results of the path analysis

Relationship	Std. Beta	Std. Error	T- statistic	p-value	F ²	R ²	Decision

H1: DOC → CDT	0.709	0.057	13.407	0.000***	1.180	0.620	S
H2: DOC → JS	0.411	0.096	4.582	0.000***	0.199	0.242	S
Indirect effect (moderation analysis)							
H3: DC*MOD_DOC → CDT	0.084	0.049	1.892	0.082***	0.032		NS
H4: DC*MOD_DOC → JS	-0.029	0.057	0.486	0.653***	0.028		NS

Source: Field survey and researcher computations. S- supported, NS – Not Supported

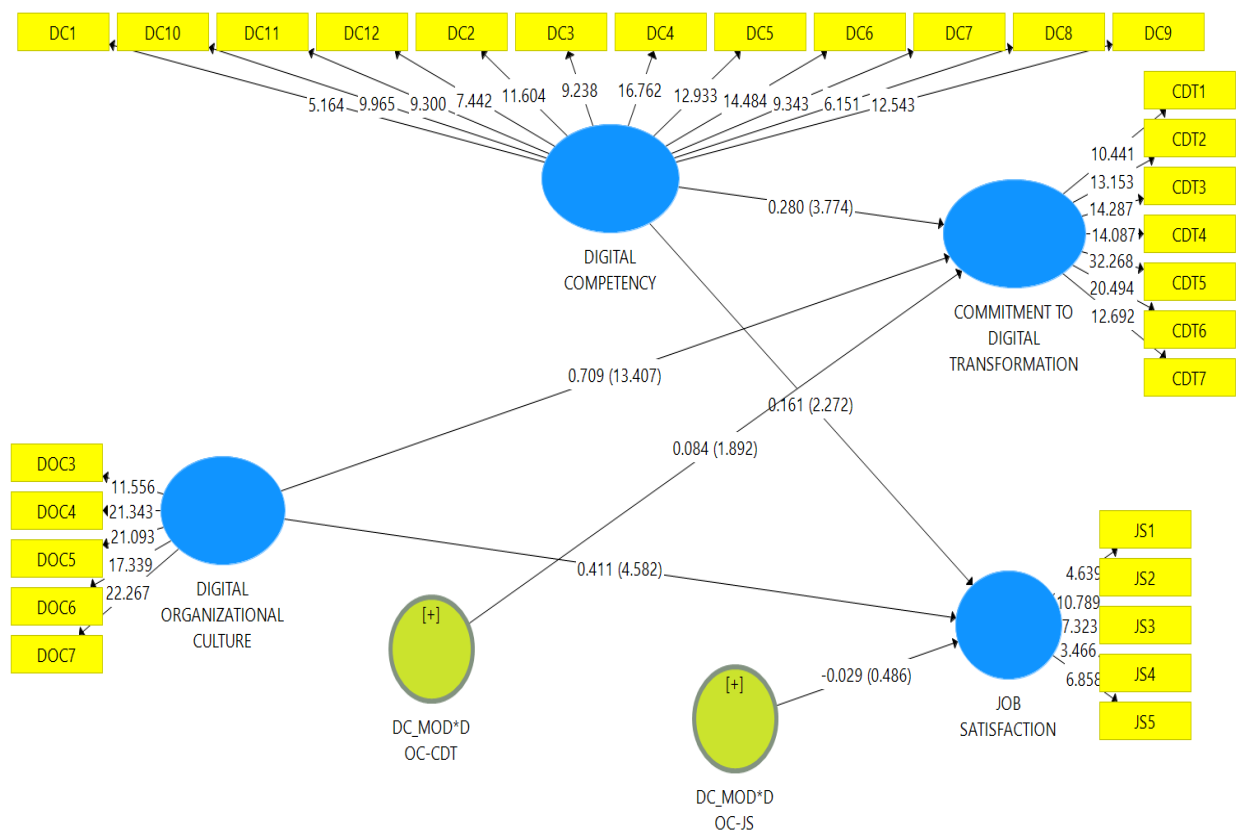


Figure 3.2: Path diagram (t-statistic inclusive)

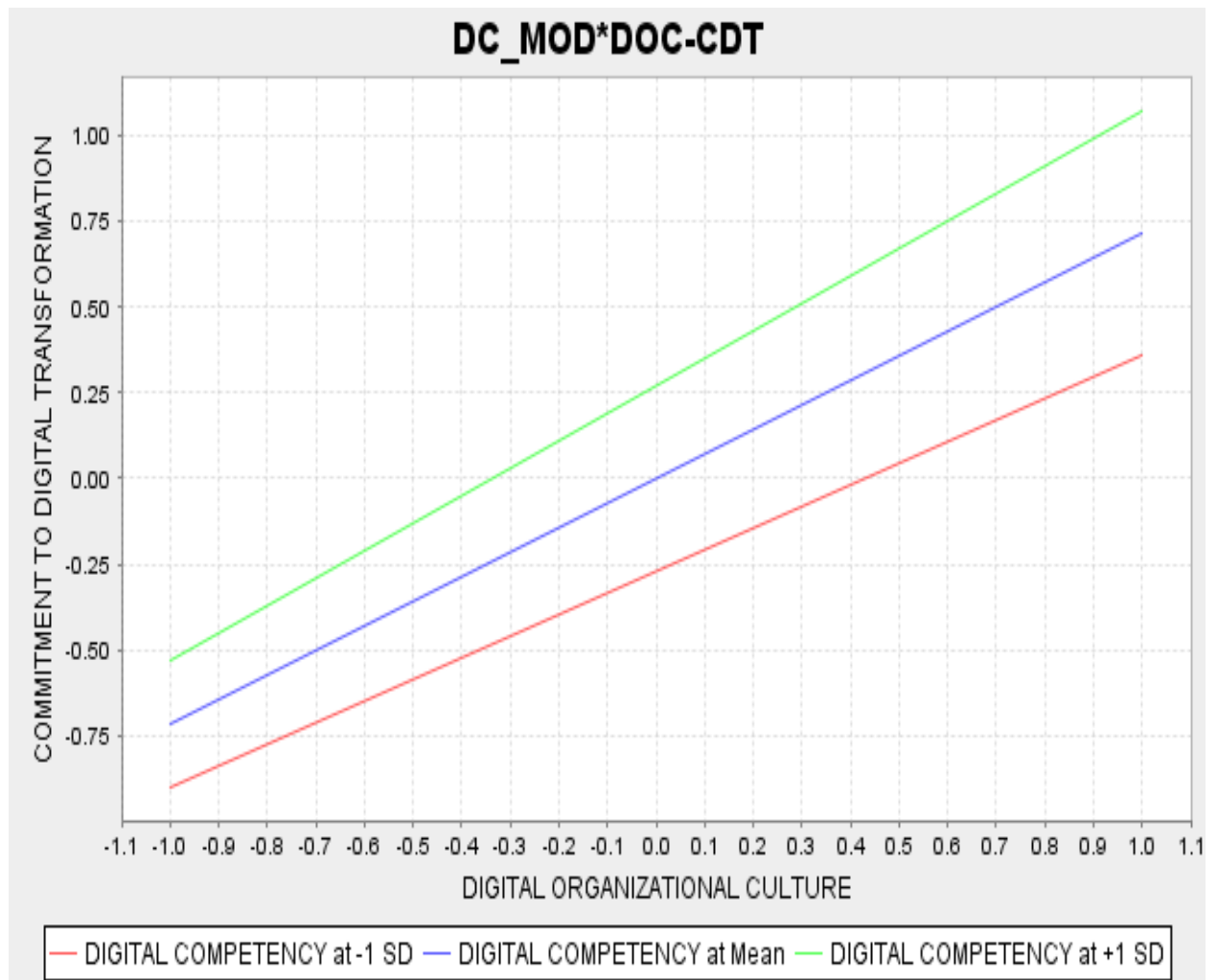


Figure 3.3: Slope analysis (a)

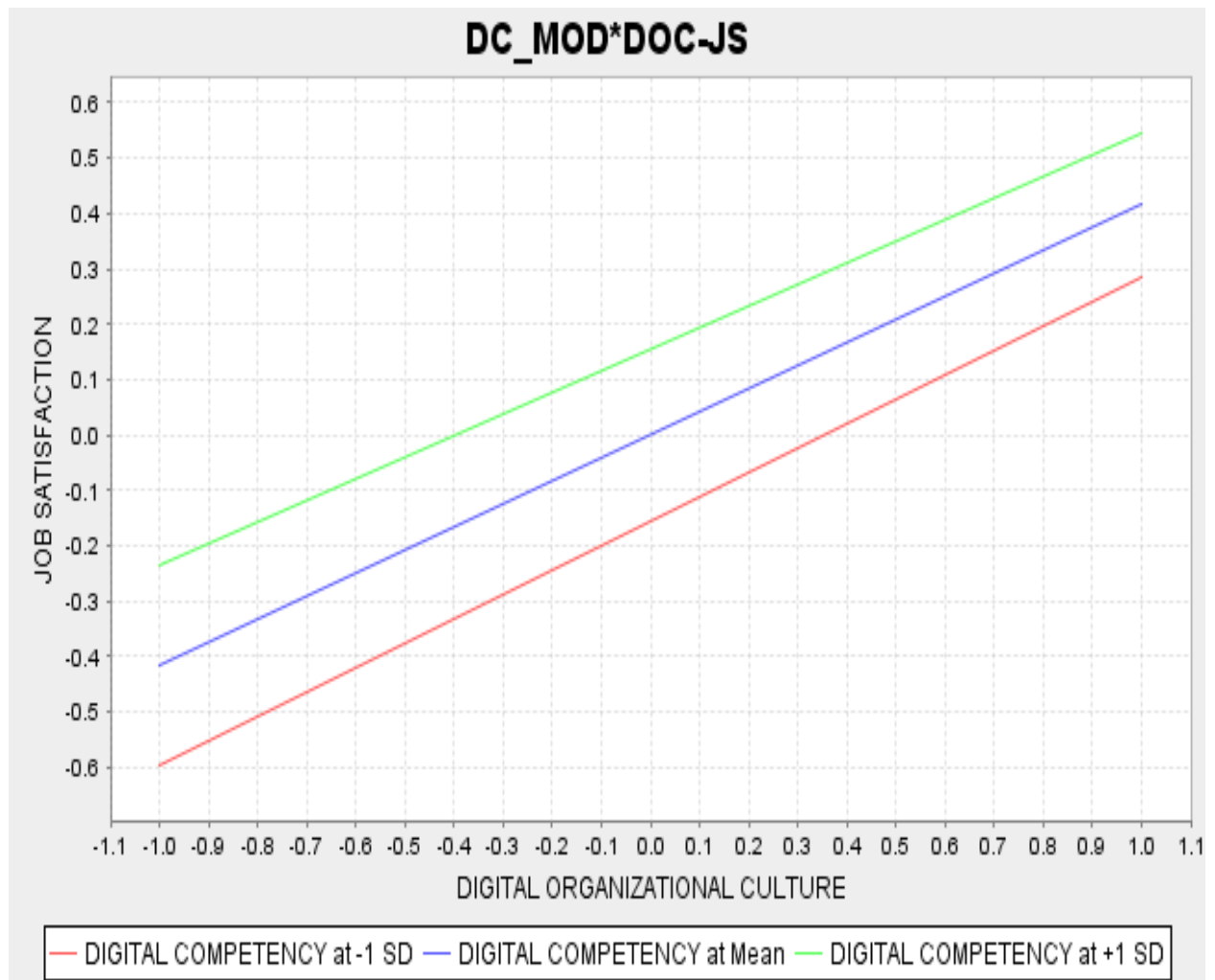


Figure 3.4: Slope analysis (b)

3.6 GENERAL DISCUSSION

The author suggests a significant link between Digital Organisational Culture and Commitment to Digital Transformation in relation to job satisfaction, based on Dynamic Capabilities theory. The study aims to investigate the relationships among Digital Organisational Culture, Digital Competency, Commitment to Digital Transformation, and job satisfaction. A sample from one of the selected consumer companies was taken by the researcher to test the hypothesis. Regarding the first hypothesis (H1), a significant and positive effect of Digital Organisational Culture on Commitment to Digital Transformation was recorded by the researcher. The main research results demonstrate that a digital organisation culture has a positive impact on the organisation and employees' commitment to digitisation. Digital commitment took many forms. Veeraya et al (2024) explain that organisations achieving good levels of digital transformation tend to be those that are deliberately increasing their investment in a digital culture and an environment where innovation is encouraged, and the uptake of new technologies among employees happens rapidly. And these enterprises need a solid digital culture to actually respond well to digital disruption. The writers also noted that digital business transformation will fail without this foundation.

For the second hypothesis (H2), the researchers also identified a significant relationship between Digital Organisational Culture and Job Satisfaction. The results further indicated that Digital Organisational Culture positively influences Job Satisfaction. According to Shoaib (2022), there is a strong, positive relationship between organisational culture and digital transformation, as well as between digital transformation and job satisfaction. Moreover, the connection between organisational culture and job satisfaction extends to fundamental variables and their dimensions, emphasising the importance of digital transformation. Furthermore, for hypothesis (H3), the researchers found that digital competency has a positive, though statistically insignificant, effect on the interaction between digital organisational culture and commitment to digital transformation. The key findings of H3 support a positive relationship among Digital Competency, Digital Organisational Culture, and Commitment to Digital Transformation. However, the results also suggest that this relationship is not statistically significant. In the study by Syamsuddin, Marsudi, Hasanuddin, Umar, and Supraytino (2024), it was emphasised

that fostering a mindset of continuous learning and improvement enables organisations to embrace change, seize opportunities, and drive sustainable growth in the digital age.

Lastly, regarding hypothesis (H4), the results indicate that *digital competency* does not change, strengthen, weaken, or influence the relationship between *digital organisational culture* and *job satisfaction*. Even employees who are digitally skilled do not experience higher (or lower) satisfaction as the organisational digital culture changes. Motivation for these unique results might indicate that “Since neither digital organisational culture nor digital competency plays a significant role in shaping job satisfaction, other organisational or individual variables should be explored, for example, leadership, workload, support systems, communication, and psychological safety. According to Firican (2023), digital transformation involves constant change, and this process affects organisational culture, meaning that digital culture not only survives but also flourishes amid ongoing change. Moreover, digital culture change includes additional features that support successful digital transformation in organisations, such as continuous learning and a readiness for change.

3.7 THEORETICAL IMPLICATIONS

This study enhances the theoretical framework of dynamic capability theory and draws from the digital maturity model. The concept of digital maturity has become increasingly important in digital transformation, as it describes an organisation's capacity to adapt to constantly changing conditions by utilising digital tools. Additionally, regarding dynamic capabilities, it emphasises the need for organisations to gain a competitive advantage and develop their capabilities to help them combine, enhance, and modify skills in response to market shifts (Alrub & Sánchez-Cañizares, 2025). According to Kalender and Žilka (2024), the true strength of DMM models lies in an organisation's ability to adapt to its specific context and goals, enabling customised approaches to leverage existing strengths while addressing areas for growth. Beyond that, it serves as an impetus for stakeholder engagement, promoting a sense of ownership and dedication to the transformation process. The findings of this study reveal a strong positive relationship between digital organisational culture, digital competence, work engagement, and commitment to digital transformation, thereby broadening the model to encompass all stakeholder involvement and promote ownership and dedication to digital change. This

investigation also significantly advances understanding of digital transformation and its influence on organisational behaviour, with particular focus on organisational culture and the adoption of digitalisation in an ever-evolving era. Digital transformation impacts organisational resilience and operations by enabling organisations to enhance their capacity for innovative business practices, improving their ability to adapt to change and meet customer needs, thereby providing competitive advantages and increasing their chances of survival (Awad & Martín Rojas, 2024).

3.8 MANAGERIAL IMPLICATIONS

The results of this study highlight the significance of organisation in recognizing digital transformation as a journey. It is a deliberate action that organisations must undertake by investing in essential digital initiatives to ensure the success of their digital investments. Digital transformation necessitates alterations in organisational culture, compelling organisations to invest in employee upskilling and to enhance their systems and processes. This commitment to digital transformation is essential for achieving overall organisational success. The findings reveal a positive yet statistically insignificant correlation between digital organisational culture and commitment to digital transformation, implying that additional factors may influence organisations during the implementation of digital transformation. Consequently, a deliberate effort is required, including a collective approach to implementing digital changes. This involves establishing a change management plan and ensuring that leadership promotes appropriate behaviours to facilitate the transition. Transformational leadership has been proven to influence organisational behaviour by demonstrating and driving meaningful change positively. Additionally, transformational leaders support change by guiding and facilitating its successful implementation (Hussain, Lei, Haider, & Akram, 2021).

Given the strong positive link among digital organisational culture, digital competency, and job satisfaction, organisations must improve productivity by adopting digital strategies that increase job satisfaction and work performance, ultimately enhancing overall organisational effectiveness. Assessing digital competence and employee work attitudes positively influences employee performance. These factors work very well together. For instance, highly motivated employees will improve their digital skills when these skills are applied consistently and effectively. Therefore, organisations need to be intentional and

continually develop their employees' digital competence, motivate through incentives and recognition, and promote work discipline to achieve optimal long-term performance (Chaedir, Anwar, Pajariato, & Tahier, 2024). The researchers therefore recommend that policymakers and organisation leaders implement measures, such as reward and recognition programmes, that will continuously boost employee work engagement and job satisfaction, enabling them to perform effectively in their roles as part of the digital transformation journey.

3.9 LIMITATIONS OF THE RESEARCH

Despite the valuable contribution of this study in broadening knowledge and offering more insights into the relationship between digital organisational culture, digital competency, and commitment to digital transformation, several limitations have been recognised. These should be considered when interpreting the results of this research. First, the study focused solely on a single organisation within the FMCG industry, rather than multiple organisations, as the industry is diverse and extensive. This may limit the generalisability of the findings to the wider FMCG sector. Second, the sample size of 129 provides a limited perspective for broader application, as recruiting additional respondents was challenging. This was mainly due to the timing of the research, which coincided with the organisation's period of change, resulting in low employee morale and a decreased willingness to participate. Third, it would have been beneficial to understand the organisation's digital status quo, enabling researchers to assess whether the organisation has a digital strategy, its level of digital transformation maturity, and its utilisation of digital tools, thereby allowing respondents to give more accurate answers. Lastly, an AVE of 0.418 is significantly below the standard 0.5 threshold, yet the researchers defend it using Composite Reliability (CR). This has a limitation for the study design, as the Job Satisfaction construct showed lower convergent validity.

3.10 FUTURE DIRECTIONS

The study focused on three variables: digital organisational culture, digital competency, and commitment to digital transformation. It did not include a fourth variable, which is the actual role leadership plays in gaining commitment to digital transformation within the organisational context. Leadership can be included as a fourth in future research. The study focused on a quantitative research approach only; therefore, future research can

also focus on a qualitative research approach and explore face-to-face interviews with participants to collect the data. For future research, it would be beneficial to examine the role of leadership and change management in securing commitment to digital transformation and to expand on the existing literature on organisational behaviour. Overall, recognising these limitations can serve as a helpful starting point for guiding future research, which should aim to include a larger population and sample size, as well as incorporate a fourth variable to examine the role of leadership. This approach would also support a more adaptable research design, resulting in more reliable interpretations and facilitating the generalisation of findings within the changing digital transformation landscape and organisational behaviour, thereby adding meaningful value to the theory of dynamic capabilities.

3.11 CONCLUSION

The study investigated the moderating roles of digital organisational culture, digital competence, commitment to digital transformation, and job satisfaction within a selected consumer goods company. The researchers reviewed previous studies to identify gaps and to contribute further to the literature on digital transformation and its organisational impacts. A hypothesis was developed based on the conceptual framework.

Regarding the research methodology, the researchers employed a quantitative approach and utilised questionnaires for data collection. They adhered to ethical processes and procedures to maintain the integrity of the research. Evidence was provided through data analysis and hypothesis testing concerning the significant impact of digital organisational culture, digital competency, commitment to digital transformation and job satisfaction among employees at a selected consumer goods company.

The study's findings underscore the crucial role these key variables play in successfully implementing digital transformations. Additionally, the findings enhance the theoretical foundations of the Dynamic Capabilities theory and the Digital Maturity Model framework. Furthermore, the research results expand the literature on organisational behaviour. This underscores the recommendation that policymakers and organisational leaders adopt measures such as reward and recognition programmes. These efforts can sustain employee engagement and job satisfaction, helping them perform effectively throughout the digital transformation process.

3.12 DISCLOSURE STATEMENT

Funding: This research received no external funding.

Institutional Review Board Statement: The study was approved by the Economic and Management Sciences Research Ethics Committee (EMS-REC) and the North West University Research Ethics Committee.

Regulatory Committee (NWU-RERC) (NWU-00733-25-A4, 4 July 2025).

Informed Consent Statement: All participants provided informed consent before participating in the study.

Data Availability Statement: Due to restrictions, the data are not publicly available; however, they can be made available upon a reasonable request.

Conflicts of Interest: The author declares no conflicts of interest.

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CHAPTER 4 : DISCUSSION AND CONCLUSION

4.1 INTRODUCTION

The research examined the relationship between digital organisational culture, digital transformation, and employee attitudes in a selected consumer goods company. Chapters 2 and 3 explored the interrelationships among digital organisational culture, digital competency, and commitment to digital transformation, and how these variables influence employees' attitudes. This chapter expands on the research findings by examining the implications of these links, situating them within existing research, and exploring their potential effects on workplace management practices within the FMCG sector.

4.2 SUMMARY OF THE STUDY

The research found that the chosen consumer goods company's digital organisational culture, digital abilities, and dedication to digital transformation were positively correlated. Sivulca, Bibu, and Abrudan (2024) observed that digital culture and transformation are interconnected, each impacting the other. By cultivating a digital culture that embraces change and promotes creativity, organisations can effectively implement their digital strategies and overcome transformation challenges. The authors also highlighted that organisations that enhance performance, foster innovation, and maintain competitiveness do so by nurturing a digital culture that values creativity, learning, agility, adaptability, and strategic digital initiatives, ultimately contributing to overall organisational success. Organisations seeking success in the digital age should prioritise cultivating digital leadership skills and nurturing a supportive digital environment. Investing in managerial training programs that emphasise digital competencies, along with encouraging collaborative efforts to foster creativity, can enhance innovation and facilitate sustainable growth (Çetinkaya & Sürücü, 2025).

The discovery of the fundamental aspects demonstrates that digital transformation should not be viewed in isolation; however, organisations must have the necessary precautionary measures in place, such as investing in a digital strategy that integrates digital competencies to gain commitment to digital transformation.

A viable digital environment that raises employee knowledge and involvement in digital transformation can enhance employees' skills, leading to more effective and efficient performance (Azra, Ruyanti, Silvianita & Widodo, 2024). In addition, organisations that adopt and master digital technology can potentially gain a competitive edge and develop distinctive manufacturing capabilities (Asif, Yang & Hashim, 2024).

The data analysis of this research underscores the importance of digital organisational culture, digital competencies, and commitment to digital transformation, making these vital aspects to consider in their digital strategy. It is crucial to ensure that their implementation programmes include developing digital competencies to foster commitment to digital transformation. The essential role of digital strategy in aligning innovation efforts with business objectives highlights its importance. Conversely, digital literacy assumes a secondary role, especially when a strong digital strategy is in place (Aman, Yi, Tackie, Kodua, & Odai, 2024).

The second model found a statistically insignificant positive link between digital competency, organisational culture, and commitment to digital transformation. This suggests that while improvements in digital skills and culture appear to be related to increased commitment, the link is not strong enough to be statistically significant. Moreover, digital competency exhibits a minor, statistically insignificant positive moderating effect on the relationship between digital organisational culture and commitment to digital transformation, meaning that the moderate influence of digital competency on the connection between digital organisational culture and job satisfaction remains negative and insignificant.

The statistical analysis of the study demonstrates reliability and construct validity in evaluating digital organisational culture, digital competency, commitment to digital transformation, and job satisfaction at the selected FMCG company across both models. All Cronbach's alpha values for Commitment to Digital Transformation, digital competency, digital organisational culture, and job satisfaction range from 0.639 to 0.914, all of which surpass the threshold of 0.6, as revealed by Hair, et al (2017) and Olaleye et al. (2024). This indicates that the scales for these constructs are robust and dependable. There is significant sample reliability on the designated scales. Additionally, all AVE values exceed the 0.5 threshold except for digital organisational culture (0.453) and job

satisfaction (0.418). In comparison, related indicators (composite reliability and Cronbach's alpha coefficients) surpass the 0.6 threshold as indicated by Hair *et al.* (2017) and Olaleye *et al.* (2024), thereby confirming their validity. The study emphasises the work of previous studies on digital strategies that policymakers should implement to achieve a digital transformation that is inclusive of adapting to a digital organisational culture, investing in digital competencies, and enabling employees' positive attitudes.

This study emphasises the importance of organisations in gaining a deeper understanding of how digital transformation affects organisational cultures. It highlights the significance of investing in developing digital competency, which will foster organisational commitment to digital transformation. Furthermore, it also highlights that supportive and innovative cultures tend to create a more favourable environment for developing digital competency, as they promote openness, learning, and the sharing of knowledge among employees (Zervas & Triantari, 2025). Additionally, this study's results demonstrate the importance of organisation in understanding that digital transformation is a journey and a deliberate step an organisation should take by investing in key digital initiatives to enable the success of digital investments. Digital transformation involves changes in organisational culture, requiring organisations to invest in upskilling their employees to be competent and upgrading their systems and processes to achieve commitment to digital transformation, which will ultimately lead to the organisation's overall success. The results indicating a positive but not statistically significant relationship between digital organisational culture and commitment to digital transformation could suggest that there are other factors for organisations to consider when implementing digital transformation.

4.3 FINDINGS, CONCLUSION AND DISCUSSIONS

The study's initial model explored how digital organisational culture and digital competency affect commitment to digital transformation in the FMCG sector, highlighting both direct and indirect relationships. Results showed that digital organisational culture positively influences commitment to digital transformation and enhances digital competency. Furthermore, digital competency also positively impacts commitment to digital transformation. Together, these factors account for 60.8% of the variance in commitment, indicating moderate predictive power. Digital competency serves as a

partially significant mediator in the relationship between digital organisational culture and commitment. The model fit assessment confirmed the model's appropriateness and correctness.

On the second model of the study, the results indicate a positive but not statistically significant relationship between digital organisational culture and commitment to digital transformation. These findings are further supported by evidence that digital competence has a positive, though insignificant, effect on the interaction between digital organisational culture and commitment to digital transformation. Additionally, digital competence exhibits a low, non-significant positive moderating effect on the relationship between digital organisational culture and commitment to digital transformation. H4 was not supported, as the moderating effect of digital competence on the link between digital organisational culture and job satisfaction remains negative and insignificant.

The analysis demonstrates that the selected FMCG organisations need to take deliberate actions when implementing digital transformation by incorporating all key elements, which are digital organisational culture, digital competency, commitment to digital transformation, and employee work attitudes, into their digital strategies. This approach will enable these organisations to achieve a better ROI on digitalisation.

4.4 MAIN FINDINGS OF THE STUDY

Based on the study's objectives and research questions, the following findings can be drawn from the data analysis.

4.4.1 Findings from article 1: Digital Organisational Culture and Commitment to Digital Transformation (H1).

The hypotheses. H1 is confirmed, as the results indicate that digital organisational culture has a significant positive effect on commitment to digital transformation ($\beta = 0.679$, $t = 12.552$, $p < .05$).

The finding highlights the important role a digital organisational culture plays in achieving commitment to digital transformation in the workplace.

4.4.2 Findings from article 1: Digital Organisational Culture and Digital Competency (H2).

Digital Organisational Culture significantly influences digital competency ($\beta = 0.240$, $t = 2.216$, $p < .05$), supporting H2.

The results of this hypothesis testing also confirm the crucial role digital organisational culture plays in digital competency.

4.4.3 Findings from article 1: Digital Competency and Commitment to Digital Transformation (H3).

H3 was also validated, as the results indicate that digital competency has a positive and significant impact on commitment to digital transformation ($\beta = 0.250$, $t = 3.217$, $p < .05$).

The findings of this study demonstrate the important role digital competency plays in boosting commitment to digital transformation.

4.4.4 Findings from article 1: Digital Competency, Digital Organisational Culture and Commitment to Digital Transformation (H4).

The model fit assessment confirmed that the first model was accurate. The model fit evaluation indicated that the model was accurate, suggesting a relationship among digital competency, digital organisational culture, and commitment to digital transformation.

4.4.5 Findings from article 2: Digital Competency and Commitment to Digital (H1)

The results demonstrated that digital organisational culture has a significant positive effect on commitment to digital transformation ($\beta = 0.709$, $t = 13.407$, $p < .05$), confirming the H1.

The findings demonstrate the importance of digital organisational culture for commitment to digital transformation.

4.4.6 Findings from article 2: Digital Organisational Culture and Job Satisfaction (H2)

The results confirmed that digital organisational cultures significantly affect job satisfaction ($\beta = 0.411$, $t = 4.582$, $p < .05$), confirming H2.

This finding highlights the important role that digital organisational culture plays for employees to achieve job satisfaction.

4.4.7 Findings from article 2: Digital Competency, Digital Organisational Culture and Commitment to Digital Transformation (H3)

The results indicate that digital competency has a positive, though insignificant, effect on the interaction between digital organisational culture and commitment to digital transformation.

These findings demonstrate a positive relationship between the three variables. However, it is insignificant, indicating that digital competence influences digital organisation culture and commitment to digital transformation, albeit with a non-significant impact.

4.4.8 Findings from article 2: Digital Competency, Digital Organisational Culture and Job Satisfaction (H4)

Lastly, the results confirmed that H4 is not supported, as the moderating effect of digital competency on the link between digital organisational culture and job satisfaction remains negative and insignificant.

This can be interpreted as digital competency has no direct link to digital organisational culture and employees' job satisfaction.

4.5 STATISTICAL RIGOUR AND RELIABILITY

Confirmatory factor analysis (CFA) and Cronbach's alpha tests demonstrated the reliability and validity of digital organisational culture, digital competency, commitment to digital transformation, and job satisfaction. This evidence confirms a positive relationship between digital organisational culture and these reliable variables, as observed from the sample size. The study's objective was achieved through data analysis, which

established clear, statistically significant correlations between digital organisational culture and the three main variables: digital competency, commitment to digital transformation, and job satisfaction. These findings provide a vital basis for organisations to implement digital strategies that include all these key variables, enabling them to realise the efficiencies and ROI from their digitalisation efforts. This encourages a more digitalised work environment, which, in turn, helps organisations to perform better and gain a competitive advantage in the FMCG industry.

4.6 SECONDARY OBJECTIVE

The secondary objectives have been achieved, with each objective analysed statistically, resulting in an understanding of the influence of digital organisational culture on digital competency, commitment to digital transformation and job satisfaction.

To determine the relationship between digital organisational culture and commitment to digital transformation.

Research data has shown that there is a positive relationship between digital organisational culture and commitment to digital transformation. This emphasises the importance of policymakers to include these key elements when implementing digitalisation in their organisations. The study achieved its goal of determining the relationship between digital organisational culture and commitment to digital transformation.

To assess the correlation between digital organisational culture and work engagements

The results show a connection between digital organisational culture and work engagement. This highlights to policymakers the important role that digital organisational culture has in employees' work engagement. The study successfully achieved its goal by examining the relationship between digital organisational culture and work engagement.

To assess the associations between digital organisational culture and job satisfaction.

The results reveal a connection between digital organisational culture and job satisfaction. This highlights to policymakers the important role that digital organisational culture has in shaping employees' job satisfaction levels. The study effectively accomplished its objective by investigating the relationship between digital organisational culture and job satisfaction.

To determine the role of digital competency in the relationship between digital organisational culture and commitment to digital transformation.

Research data has shown that digital competency has a positive relationship with digital organisational culture and commitment to digital transformation. This emphasises the importance of policymakers in driving digital competency as part of implementing a digital organisational culture and fostering commitment to digital transformation. The study achieved its goal by determining the role of digital competency in the relationship between digital organisational culture and commitment to digital transformation.

Summary of Findings in Relation to the Secondary Objectives

The secondary objectives were achieved through statistical studies, including correlation and hypothesis testing, which validated the relationships between digital organisational culture, digital competency, commitment to digital transformation, and job satisfaction. The following points are important to note about these objectives:

- The study observed a clear relationship between digital organisational culture and commitment to digital transformation.
- The researchers observed a substantial relationship between digital organisational culture and work engagement.
- The study shows that a connection exists between digital organisational culture and job satisfaction.
- The evidence suggests a moderate role of digital competency in the relationship between digital organisational culture and commitment to digital transformation.
- The study highlights the significant positive relationship between the variables; however, in terms of the relationship, there is a statistically insignificant link between digital competency, organisational culture, and commitment to digital transformation.

4.7 LIMITATIONS OF THE RESEARCH

- The research focused only on a selected FMCG organisation within South Africa; there is an opportunity to choose more FMCG organisations by increasing the population and sample size of the study. The FMCG industry is a significant sector in South Africa, comprising numerous large organisations.
- The sample size of 129 provides a limited perspective for broader application, as recruiting additional respondents was challenging. This was mainly due to the timing of the research, which coincided with the organisation's period of change, resulting in low employee morale and a decreased willingness to participate.

4.8 FUTURE DIRECTIONS

- Future studies could include additional organisations within the South African FMCG sector, such as small, medium, and other large entities, and broaden the examination to compare these organisations across countries.
- The study concentrated solely on a quantitative research approach; therefore, future research could also adopt a qualitative approach and conduct face-to-face interviews with participants to gather data.
- An AVE of 0.418 is significantly below the standard 0.5 threshold, yet the researchers defend it using Composite Reliability (CR). This presents a limitation for the study design, as the Job Satisfaction construct exhibited lower convergent validity.

4.9 RECOMMENDATIONS

- Organisations should craft digital strategies that build dynamic capabilities, equipping the workforce with digital competency skills such as new digital system trainings, training that will enable employees to use the digital tools more effectively and be technology savvy and by fostering an inclusive, adaptable environment for successful digital transformation.
- Building on this, organisation policy makers will need to develop targeted training and development programmes that reinforce the organisation's commitment to digital transformation. Additionally, it will help establish policies and procedures that enhance employees' digital skills and competencies, such as training

specifically related to the new digital systems that will be adopted as part of the new way of working. Foster work engagement through flexible working hours, especially when employees can work on laptops and from any location at any time. These practices can also positively impact employees' job satisfaction.

- Organisations must make a deliberate effort and adopt a collective approach when implementing digital changes. This includes having a change management plan and ensuring leadership encourages the right behaviours to facilitate the change and reduce the risk of employee resistance.
- Moreover, given the importance of digital transformation, organisations must also equip their leadership teams to demonstrate the appropriate behaviours that reinforce commitment to this change through leadership training. This enables leaders to effectively shape organisational culture, boost employee productivity, enhance job satisfaction, and drive high performance.
- Organisations should harness the combined influence of digital organisational culture, commitment to digital transformation, digital competency, and positive work attitudes to enhance employee experience, thereby promoting higher productivity and performance. Research has proven that if employees are engaged and satisfied, they are more likely to perform well.
- Organisations must embrace digital transformation by adopting a more open-minded approach and fostering a more adaptable work environment that boosts employee engagement and job satisfaction, ultimately leading to better organisational performance, a competitive edge, and superior outcomes.

4.10 FUTURE STUDY RECOMMENDATIONS

- Future studies could include additional organisations within the South African FMCG sector, such as small, medium, and other large entities, and broaden the examination to compare these organisations across countries.
- The current study employed a quantitative research approach, meaning that it followed a more numeric analysis to achieve an objective point of view; therefore, future research could incorporate qualitative methods, such as interviews, to engage with employees through the identified sample size using a qualitative approach by conducting face to interviews with respondents.

- It would have been beneficial to understand the organisation's digital status quo, enabling researchers to assess whether the organisation has a digital strategy, its level of digital transformation maturity, and its utilisation of digital tools, thereby allowing respondents to give more accurate answers.
- Future research, it would be beneficial to examine the role of leadership and change management in securing commitment to digital transformation and to expand on the existing literature on organisational behaviour

4.11 CHAPTER SUMMARY

This chapter offers a comprehensive summary of the research's key facts and findings, emphasising the most significant outcomes. It provides readers with a conclusive overview by highlighting the research results and recommendations. The findings offer valuable insights into the impact of digital organisational culture, digital competency, and commitment to digital transformation within the South African FMCG industry. Data analysis confirmed a substantial positive relationship between digital organisational culture, digital competency, and commitment to digital transformation, enabling organisations to develop an inclusive digital strategy that considers all these crucial aspects. The study also showed a significant positive link between digital organisational culture and job satisfaction. Moreover, the results indicated that digital competency has a positive, although not statistically significant, effect on the interaction between digital organisational culture and commitment to digital transformation. Additionally, digital competency demonstrates a low, non-significant positive moderating effect on the relationship between digital organisational culture and commitment to digital transformation. Consequently, there is no moderating effect of digital competency on the connection between digital organisational culture and job satisfaction, which remains negative and insignificant. The study's results lead the researcher to recommend that organisations invest in developing digital skills to foster organisational commitment to digital transformation. Second, organisations should make a conscious effort to implement digital changes collaboratively, including establishing a change management plan and ensuring leadership promotes the appropriate behaviours to facilitate the change. Lastly, organisations must commit to digital transformation by adopting a more open-minded approach and fostering a more flexible work environment that enhances

employee engagement and job satisfaction, ultimately resulting in improved organisational performance, a competitive edge, and superior outcomes.

4.12 RESEARCH QUESTION

The correlation components outlined in the study question were examined and supported through statistical analysis and a review of the literature, including hypothesis and correlation tests. These analyses collectively showed that:

- A relationship exists between digital organisational culture, digital competency and commitment to digital transformation.
- There is a correlation between digital organisational culture and work engagement.
- There is an association between digital organisational culture and job satisfaction.
- Digital competency has a moderating role in the relationship between digital organisational culture and commitment to digital transformation.

The research findings showed a positive link between digital organisational culture, digital competence, commitment to digital transformation, and job satisfaction. The findings emphasise the need for organisations to adopt an integrated approach when implementing digital transformation, covering all key aspects to truly realise the benefits of digital transformation.

4.13 REFERENCES

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ANNEXURES

APPENDIX A: PERMISSION LETTER FROM THE COMPANY

APPENDIX B: ETHICAL CLEARANCE CERTIFICATE

APPENDIX C: LANGUAGE EDITING CERTIFICATE

APPENDIX D: QUESTIONNAIRE

