

Article

Using Digital Transformation Strategies to Overcoming Adoption Barriers and Future Growth Opportunities Through The Mediating Role of Entrepreneurial Success: an Applied Study of A Sample of Employees in Small and Medium-Sized Enterprises Registered in The Diwaniyah Chamber of Commerce

Zainab Jassem Kareem ¹, Oaima Ferman Tomas ², Rasha Hameed Neamah ³

¹²³ Al-Furat Al-Awsat Technical University (ATU), Al-Qadisiyah Polytechnic College, Iraq,
Email: zainab.kareem.idi4@atu.edu.iq ¹, amma.thomas@atu.edu.iq ², rasha.nemaa.idi15@atu.edu.iq ³
* Correspondence: amma.thomas@atu.edu.iq

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Abstract: The purpose of the current research is to use digital transformation strategies (DTS) represented in (technology, digitisation of processes, databases, human resources) to overcome adoption barriers and future growth opportunities (AFGO) by (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers) through the mediating role of entrepreneurial success (ES) represented in (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness) among a sample of employees in small and medium-sized companies registered in the Diwaniyah Chamber of Commerce by four companies (Horizon Gate Company for Electronic Devices Trading, Al-Daman Company for Smart Devices Trading, Al-Ghadeer Company for Electrical Appliances Trading, Al Burouj Company for Modern Paints Trading), In order to address the research problem of (What is the role of using digital transformation strategies in overcoming AFGO through the mediating role of entrepreneurial success?), the questionnaire tool was adopted to collect the necessary data, with (125) workers participating to detect the levels of research variables. After tabulating the data, it was found that the number of valid answers was represented in (97) individuals working in small and medium-sized companies registered in the Diwaniyah Chamber of Commerce. To analyse the results, two statistical packages were adopted (SPSS&AMOS. V.29), and accordingly, the results showed that digital transformation strategies contribute significantly to overcoming barriers of adoption and future growth opportunities with entrepreneurial success.

Keywords: Digital transformation strategies, adoption barriers and future growth opportunities, entrepreneurial success.

1. Introduction

Enhancing the entrepreneurial success of SMEs in the Arab world, especially in Iraq, is a vital strategic challenge that contributes to driving economic growth and sustainable development. SMEs represent more than 90% of the total business enterprises in Iraq, making them the main engine of the national economy and job creation [1]; however, these companies face many barriers to adoption that hinder their ability to take advantage of the opportunities available in the digital environment. In light of the rapid

and continuous changes in the market and the digital world, companies are moving towards digital transformation strategies as a means to adapt to these changes. Digital transformation does not only mean using technology, but also rethinking how we deliver value to customers and how internal and external processes and interactions are managed [2]. These strategies provide powerful mechanisms through which entrepreneurs help improve the performance of their organisations and increase their competitiveness.

Many companies face various barriers when adopting these strategies, such as resistance to change, lack of digital skills, and financial challenges [3], which requires understanding these barriers and developing effective strategies in order to overcome them. Thus, digital transformation represents an important mechanism for integrating digital technology into all aspects of business, which requires gradual and radical changes in the mechanism of work of institutions in order to provide the best value to their target parties in the market [4], and despite the benefits provided by digital transformation, many organisations find it difficult to implement these strategies. These difficulties relate to lack of a clear vision, lack of resources, and cultural resistance within the organisation [5], Hence, the current research came to shed light on the mechanisms and ways through which digital transformation strategies can be used to overcome AFGO through the mediating role of entrepreneurial success among workers in small and medium-sized enterprises registered in the Diwaniyah Chamber of Commerce.

PART ONE: SCIENTIFIC METHODOLOGY

First: Research Problem

Digital transformation is bringing about fundamental changes in the educational field, as the traditional way of acquiring knowledge has evolved into advanced digital methods. Our research focuses on understanding the role of virtual electronic platforms and their impact on entrepreneurial success, trying to explore the challenges and opportunities offered by digital transformation. In addition, the research addresses the concept of AFGO and their role in promoting entrepreneurial success. Furthermore, this research analyses the impact of digitisation on AFGO, and emphasises the importance of adopting digital technologies to improve success and achieve more effective and efficient results for modern Iraqi companies by embracing digital transformation. Therefore, digital transformation is an important tool that can ease, or even remove, some of the growth constraints faced by SMEs, assuming they are able to overcome barriers to adopting and/or using advanced technology, **This is what this research seeks to address by answering the following question:** "What is the role of using digital transformation strategies in overcoming AFGO through the mediating role of entrepreneurial success?" The following sub-questions emerge from this question:

1. What are the most prominent adoption barriers facing the small and medium-sized enterprises (SMEs) in the research sample?
2. What digital transformation strategies can these companies in the research sample adopt to enhance their performance and growth?
3. Is it possible to identify future opportunities that may arise from the digital transformation of the companies under study, and how can they be exploited to achieve momentum at the local level?

Second: The Importance of Research

The importance of the current research is to analyse how to enhance the entrepreneurial success of Diwaniyah companies, through the adoption of digital transformation strategies, as the potential results that these companies can achieve will be studied, in addition to identifying the most important barriers to the actual application of these strategies. By analysing the case of a group of companies registered in the Diwaniyah

Chamber of Commerce, it can provide valuable insights that help clarify how to overcome challenges and achieve sustainable growth.

Third: The Objectives of Research

The main objective of the current research is to use digital transformation strategies to overcome barriers to adoption and future growth opportunities through the mediating role of entrepreneurial success: An applied study of a sample of workers in small and medium-sized enterprises registered in the Diwanayah Chamber of Commerce, and the current research aims to provide a set of goals, the most important of which are:

1. Identify the most prominent barriers to adoption faced by SMEs in the study sample, related to financial support, technology, and knowledge.
2. Explore the digital transformation strategies that these sample companies can adopt to enhance their performance and growth.
3. Identify the future opportunities that may result from the digital transformation of the companies under study and how to exploit them to achieve momentum at the local level.

Fourth: Research Hypothetical Outline

The hypothesis scheme is a vital tool in academic and administrative research because it contributes to building and organising ideas and directing the research process, which leads to more accurate and effective results, and Figure (1) shows the hypothetical scheme in light of the following variables:

Independent variable: digital transformation strategies, combining four dimensions (technology, digitisation of processes, databases, human resources).

Mediating variable: entrepreneurial success, represented by four dimensions (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness).

Dependent variable: AFGO, represented by five dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

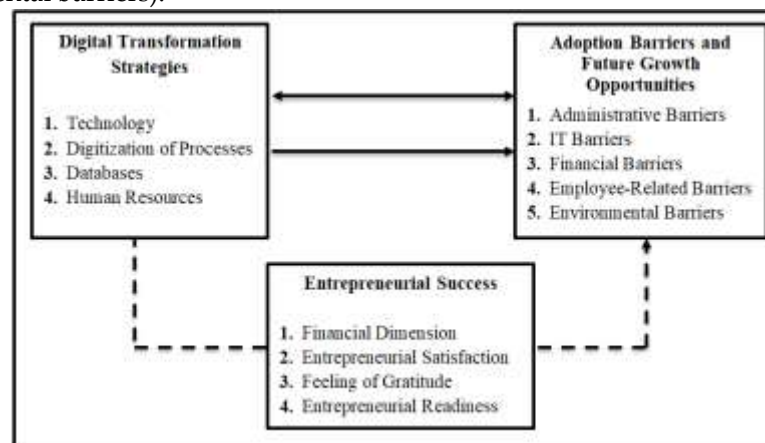


Figure (1) Research Hypothetical Outline

Source: Prepared by the Researchers

Fifth: Research Hypotheses

H1: There is a significant correlation between digital transformation strategies and entrepreneurial success, from which the following emerges:

- a. There is a significant correlation between technology and entrepreneurial success in its dimensions (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness).
- b. There is a significant correlation between digitization of operations and entrepreneurial success in its dimensions (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness).

c. There is a significant correlation between databases and entrepreneurial success in its dimensions (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness).

d. There is a significant correlation between human resources and entrepreneurial success in its dimensions (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness).

H2: There is a significant correlation between digital transformation strategies, AFGO, from which the following emerges:

a. There is a significant correlation between technology, AFGO across its dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

b. There is a significant correlation between digitization of processes, AFGO across its dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

c. There is a significant correlation between databases, AFGO across its dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

d. There is a significant correlation between human resources, AFGO across its dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

H3: There is a significant correlation between entrepreneurial success, AFGO, from which the following emerges:

a. There is a significant correlation between the financial dimension and AFGO across its dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

b. There is a significant correlation between entrepreneurial satisfaction and AFGO across its dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

c. There is a significant correlation between gratitude and AFGO across its dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

d. There is a significant correlation between entrepreneurial readiness and AFGO across its dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

H4: There is a significant impact of digital transformation strategies on entrepreneurial success, from which the following emerges:

a. There is a significant impact of technology on entrepreneurial success in its dimensions (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness).

b. There is a significant impact of digitization of operations on entrepreneurial success in its dimensions (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness).

c. There is a significant impact of databases on entrepreneurial success in its dimensions (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness).

d. There is a significant impact of human resources on entrepreneurial success in its dimensions (financial dimension, entrepreneurial satisfaction, gratitude, entrepreneurial readiness).

H5: There is a significant impact of entrepreneurial success on AFGO, from which emerges:

- a. There is a significant impact of the financial dimension on AFGO in its dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).
- b. There is a significant effect of entrepreneurial satisfaction on AFGO across all dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).
- c. There is a significant effect of gratitude on AFGO across all dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).
- d. There is a significant effect of entrepreneurial readiness on AFGO across all dimensions (administrative barriers, information technology barriers, financial barriers, employee-related barriers, environmental barriers).

H6: There is a significant effect of digital transformation strategies on AFGO through the mediating role of entrepreneurial success.

Sixth: Research Population and Sample

The research community was represented by a number of companies registered in the Diwaniyah Chamber of Commerce (Horizon Gate Company for Electronic Devices Trading, Al-Daman Company for Smart Devices Trading, Al-Ghadeer Company for Electrical Appliances Trading, Al-Burouj Company for Modern Paints Trading), while the research sample is represented by workers in companies, as (125) workers participated to detect the levels of research variables, and after tabulating the data, it was found that the number of valid answers was represented in (97) individuals working in small and medium-sized companies registered in the Diwaniyah Chamber of Commerce are correct.

PART TWO: RESEARCH THEORETICAL FRAMEWORK

First: Digital Transformation

1. The Concept of Digital Transformation

Digital transformation has been defined as the ever-increasing interaction between digital technologies, business and society, which has transformative effects and increases the speed, scope and impact of the process of change [6]. defined it [7] as the use of technology to radically improve the performance of organisations, is a focus area for a number of organisations around the world for many reasons, including the capture and survival of the new market.

Digital transformation is a phenomenon that has become increasingly important over the past decades, and while the phenomenon seems distant and complex, its boundaries are unclear [8], and as a simplified definition, digital transformation is an umbrella term that embodies those changes in the economy and society that are driven by the increasing prevalence of aspects of daily life by digital technologies [9]. Digitisation is the name given to the process of organising information of all kinds (images, sounds, written documents, signals) into electronically convertible and storable binary bits. Starting with the development of transistor technology in the late forties of the last century [10], the process of digital transformation required a lot of time, effort and creativity, and includes digital technologies, for example, the Internet of Things, business intelligence, three-dimensional printing, artificial intelligence, social media, products and services. Introduction to consumers, and social relations of all kinds [11].

Digital transformation refers to the use of computer technology and the Internet in the process of creating more efficient and effective economic value, and in a broader sense refers to the changes that new technology is bringing in general about how we work

and interact with it, and how wealth is created within this system [12]. There are many definitions of digital transformation addressed in previous studies, which defined digital transformation as the process of fundamental changes within a company's value creation chain, or internal structure, which is either due to or a prerequisite for the use of technology [13].

From the above, it can be said that digital transformation is the basic skill of the business that is carried out to produce, deliver, send and receive communication messages in all jobs, and in their various ways of life, digital communication is the ability to build effective communication through various digital means.

2. The Importance of Digital Transformation

The importance of digital transformation can be summarized as follows:

a. Consumers have access to dozens of media channels, actively and diligently communicate with organizations and other consumers, and pass through a rapidly increasing number of touchpoints in their customer journey, many of which are digital [14].

b. Building a team and creating a competitive advantage by engaging in measurement efforts, assuming responsibility for data ownership, and ensuring organizational commitment. Here, digital transformation becomes a top management priority and a defining feature of an organization's business strategy, leading the way in its transformation journey [15].

c. Delving deeper into organizational processes and market offerings, which will inevitably impact business strategies as organizations reevaluate their self-perceptions and customer relationships to clarify the risks and potential of potentially disruptive new technologies [16].

d. Analyzing consumer satisfaction with a product or service in terms of accessibility and connectivity, cost and quality, real-time services, user choice, support and customizability, deliverability, etc. provides a decision support system [17].

3. Digital Transformation Strategies

Digital transformation can be measured through several strategies:

a. Technology: Technology is one of the key elements that drive digital transformation in different organisations and sectors [18]. This dimension includes the use of modern tools and technologies to improve efficiency, increase productivity, and enhance customer experiences, as technology helps automate processes and reduce waste of time and resources [19].

b. Process digitisation: Process digitisation refers to the process of digitising traditional and paper-based processes through the use of technology, and this transformation aims to improve efficiency, reduce costs, and enhance the overall customer and employee experience [14]. pointed out that [11] it is a key pillar in digital transformation, as it contributes to increasing efficiency, improving information flow, achieving flexibility, improving customer experience, and reducing costs.

c. Databases: Databases are one of the vital dimensions of digital transformation, as they play an essential role in storing, managing, and retrieving data in an effective manner. With the increasing amount of data produced by organisations, they need advanced database systems to meet their needs and achieve their strategic goals [20]. Databases contribute to centralised data management, improve analysis, provide real-time interaction, ensure security, and facilitate integration with other systems. By adopting the right databases, organisations can enhance their operations and achieve a competitive advantage in changing markets [21].

d. Human Resources: Technology has a significant impact on how talent is managed and developed, and the employee experience in general. This dimension includes the application of new systems and technologies to enhance efficiency and improve performance within the work environment [11]. indicated that [14] digital transformation contributes to improving the employee experience by providing technical tools such as self-service portals, mobile applications, and online education platforms, as these tools help employees access information easily and interact with their colleagues.

Second: Entrepreneurial Success

1. The Concept of Entrepreneurial Success

The results of entrepreneurial success refer to the level of the organisation and not at the level of individuals, and others believe that the level of success of the organisation is a reflection and extension of its owners and individuals working in it, assuming that successful entrepreneurs indirectly reflect the success of their business [22], and some of them believe that the best way to measure the success of entrepreneurship is through concrete elements such as: Profitability, revenue, sustainability, personal wealth creation, and organisational growth and turnover [23].

Figuring out how successful organisations are can be really complicated, and researchers all seem to agree that there isn't a specific, agreed definition of entrepreneurial success. Success means different things because of the varied backgrounds of the research and what each researcher wants to find out, plus the different factors of success they look at [24]. mentioned that [25] an entrepreneur's knack for understanding and assessing indicators and criteria that matter personally to them is important.

pointed out that [26] it's a complex phenomenon shaped by a mix of economic, cultural and social factors, along with scientific orientation through training and education programmes, learning entrepreneurial work, and designing programmes that target entrepreneurship. It's one of the main trends that's been getting a lot of attention because it really drives employees to develop their careers, as it's one of the most important personal, organisational and national goals and the focus of researchers and decision makers [27]. described it [28] as the key to achieving economic growth by generating traditional knowledge right through to pioneering knowledge.

From the above, it can be said that entrepreneurial success is a mix of financial (profitability) and non-financial criteria (social and environmental goals), and that social standards are subjective and achieved over the long term.

2. The Importance of Entrepreneurial Success

The importance of entrepreneurial success in managing organisations stands out crucially not just for stakeholders and entrepreneurs but for society as a whole, as it leads to economic growth, and thus achieving economic prosperity for communities with entrepreneurial organisations [29]. Dimmock et al. (2022:6951) argue that success ensures the establishment of good relationships with stakeholders and business partners; if stakeholders are not satisfied with the organisation's performance, they will withdraw their support, which threatens the organisation's survival. Meanwhile, Simarasl et al. (2024:36) highlight that this reflects the self-efficacy of entrepreneurship and works to assess potential consequences and formulate future strategies and alternative options available, as well as helping to set clear and challenging goals and making great efforts with strong commitment to achieve them.

3. Dimensions of Entrepreneurial Success

Researchers differed in their definition of the dimensions of entrepreneurial success, each viewing success from their own perspective and using their own metrics. Success in business organizations is multidimensional, and various previous studies

emphasized the lack of consensus on the indicators, metrics, and dimensions of entrepreneurial success. [30] explained the following:

a. The financial dimension: Financial gains are an important source of motivation for entrepreneurs, along with other sources. Therefore, financial measures are important indicators of success. Financial indicators of an organization's performance are determined through growth, through employee turnover and increased staff numbers [31]. Performance is considered the ability to achieve specific results, and performance is traditionally measured financially. Maximizing profit is also an important goal for entrepreneurs and achieving growth [30].

b. Entrepreneurial Satisfaction: Many researchers believe that financial metrics alone are not sufficient for organizational decision-making. Performance metrics must include both financial and non-financial metrics [27]. Entrepreneurial satisfaction is far removed from non-financial metrics for measuring success. Entrepreneurs' personal perceptions are the starting point for assessing success, and determining success from the outside is of little importance unless entrepreneurs see themselves as successful and are satisfied with their goals and entrepreneurial success [23].

c. Feelings of Gratitude: Gratitude is a complex and profound phenomenon that plays a crucial role in human happiness and social relationships. It represents a warm emotion and an inevitable force that compels an individual to return the benefit they receive. It is defined as "getting something in return for nothing [23]. It serves as an ethical measure that provides individuals with emotional readings, a perception of positive social treatment, and a moral motivation. It serves as a catalyst that positively motivates individuals, thus ensuring they live constructive, ethical lives [30].

d. Entrepreneurial readiness: The desire and ability to do something, or it is defined as the environment in which an organization or individual is prepared for a future task. Therefore, successful entrepreneurship depends primarily on entrepreneurial desire and capabilities, as well as environmental conditions. Entrepreneurial readiness is measured by four dimensions: attitudes, beliefs [23], values, and opinions, which significantly influence individuals' behavior and are crucial elements in motivating their will to achieve things [30].

Third: Barriers to Adoption and Future Growth Opportunities

1. The Concept of Adoption barriers and future growth opportunities

Adoption barriers are obstacles that organisations, especially small and medium-sized enterprises, face when embracing new technologies or innovative practices [32]. Understanding these adoption barriers is essential for developing effective strategies to overcome them, and at the same time, exploring future growth opportunities can pave the way for achieving success and prosperity in a changing business environment [33]. Organisations need to work on improving their organisational culture, invest resources in technology and training, and open their doors to innovation to adapt to challenges and make the most of the available opportunities [34].

The limited availability of financial resources, lack of technical expertise, and insufficient access to knowledge and external networks are common challenges [35]. Financial constraints often hinder small and medium-sized organisations from investing in research and development, acquiring new technologies, or employing skilled personnel [36]. Small and medium-sized organisations may struggle with the technical complexity of innovation processes and integrating new technologies into existing operations [37].

Supporting ecosystems and collaborative frameworks are crucial, and governments and policymakers play a key role in promoting innovation in small and medium-sized enterprises by providing financial incentives, facilitating access to funding, and creating suitable regulatory environments [38]. Partnerships between the public and private sectors can also enhance innovation capabilities by encouraging knowledge transfer and cooperation between small and medium-sized organisations, large organisations, research institutions, and industry associations [2].

2. Dimensions of Adoption barriers and future growth opportunities

Identifying AFGO is crucial. These barriers can be measured across five dimensions:

a. Information technology barriers: Although social media typically does not require detailed technical knowledge and is relatively easy to implement compared to other IT services [33], a number of SMEs may lack even basic IT expertise or may be misinformed about the role of social media in business. This problem can be exacerbated in developing countries, where there may be a lack of IT training programs targeting local businesses [35].

b. Financial barriers: Because SMEs often operate with uncertain budgets [34], they may easily overestimate or underestimate the financial requirements for running successful social media strategies. In addition, the lack of clarity regarding the ROI of social media may discourage any consideration of the necessary investment, regardless of its value [35].

c. Employee-related barriers: Small and medium-sized enterprises (SMEs) are often primarily staffed by sector-specific employees and/or their family members, and the company's organizational culture is often unforgiving of mistakes and adheres to rigid routines [38]. This can prevent SMEs from realizing that social media skills are desirable and should be developed within the company, either through training or hiring practices [32].

d. Environmental barriers: The operating environment of SMEs can also be a barrier to the effective use of social media [38]. These environmental factors can include issues such as the lack of peers, suppliers, or industry-specific groups using social media, as well as legal or regulatory restrictions within a country on the use of social media by both businesses and/or customers [35].

e. Administrative barriers: Given the informal and unstructured nature of business practices in SMEs, it is not surprising that this lack of strategic focus impacts social media adoption. Furthermore, SMEs' adoption of social media was driven by their owners/managers [38]. It is clear that if SME management lacks understanding of social media or negative perceptions of it exist, employees are unlikely to be able to challenge these attitudes, and SMEs often lack the necessary skills, understanding, or methods to measure the contribution of social media to their business [33].

PART THREE: FIELD-BASED RESEARCH

1. Coding and Description of Variables

This paragraph discusses three main variables: digital transformation strategies, entrepreneurial success, and barriers to adoption and future growth opportunities. These variables are expressed through a set of symbols aimed at providing an accurate meaning for data interpretation, and constructing a clear understanding for the reader regarding the symbols used in the analysis. To further clarify this, Table (1) illustrates the coding and description of the study variables.

Table (1) Coding and Description of Variables Under Study

Variables	Dimensions	NO.	Code	Source
digital transformation strategies (DTS)	Technology	4	DSTE	Abeer& Shaima,2024
	Digitisation of processes	4	DSDP	
	Databases	3	DSDB	
	Human Resources	3	DSHF	
entrepreneurial success (ES)	Financial Dimension	8	ESFD	Juhdi et al.,2015
	Entrepreneurial Satisfaction	5	ESES	
	Gratitude	5	ESGR	
	Entrepreneurial Readiness	4	ESER	
Adoption Barriers And Future Growth Opportunities (AFGO)	Administrative Barriers	7	AGAB	Çalli& Clark,2015
	IT Barriers	7	AGIT	
	Financial Barriers	7	AGFB	
	Employee-Related Barriers	7	AGER	
	Environmental Barriers	7	AGEB	

2. Testing Moderation and Reliability of the Measurement Tool

It is evident from the results in Table (2) that the data relating to the study variables follows a normal distribution, as it has taken a linear path in its spread. This means that the shape of the distribution of the research sample data closely resembles the normal distribution and does not suffer from imbalance. Therefore, we can accept the assumption that the data for the study variables is drawn from a population whose data follows a normal distribution.

Furthermore, it is clear from Table (2) that the research variables exhibit relative stability, as the variable for digital transformation strategies has a stability coefficient of (0.826), while the stability coefficient for the entrepreneurial success variable is (0.901). The barriers to adoption and future growth opportunities recorded a coefficient of (0.900). This demonstrates the consistency of the questionnaire items and the fulfilment of the imposed stability criteria (70%).

Table (2) Results of Testing Moderation and Reliability of the Measurement Tool

Variables	Dimensions	Kol-Smi	Sig.	Cronbach's Alpha
Digital Transformation Strategies	Technology	0.146	0.088	0.854 0.943 0.861 0.932
	Digitisation of processes	0.132	0.116	
	Databases	0.188	0.135	
	Human Resources	0.198	0.171	
Entrepreneurial Success	Financial Dimension	0.121	0.121	0.826 0.896 0.865 0.835
	Entrepreneurial Satisfaction	0.117	0.068	
	Gratitude	0.201	0.099	
	Entrepreneurial Readiness	0.273	0.149	
Adoption Barriers and Future Growth Opportunities	Administrative Barriers	0.226	0.131	0.844 0.862 0.795
	IT Barriers	0.228	0.133	
	Financial Barriers	0.253	0.141	

	Employee-Related Barriers	0.236		0.130		0.917
	Environmental Barriers	0.194		0.110		0.843

3. Statistical Description

The results of Table (3) indicate that the overall average of the Digital Transformation Strategies variable (DTS) reached (3.59) with a standard deviation of (0.59). This is attributed to the research sample's primary focus on the technology dimension (DSTE), which achieved an arithmetic mean of (3.66) and a standard deviation of (0.65). Meanwhile, there is a noted lesser interest in the databases dimension (DSDB), as it received the lowest average value of (3.53) with a standard deviation of (0.67). Thus, it can be said that the sample places greater importance on digital transformation technology than on databases. This suggests that the research focus should be on enhancing technological aspects in digital transformation strategies, which necessitates improving attention to the databases dimension to ensure the comprehensive success of digital transformation.

The results of Table (3) show that the rate of the variable of entrepreneurial success (ES) reached (3.53) with a standard deviation of (0.61). This was due to the concentration of the research sample in the first priority on the dimension of entrepreneurial satisfaction (ESES), which achieved an arithmetic mean of (3.62) and a standard deviation of (0.59). In contrast, there is a noted lack of interest in the dimension of gratitude (ESER), which attained the lowest arithmetic mean of (3.41) and a standard deviation of (0.94). Therefore, it can be concluded that the sample places greater emphasis on achieving entrepreneurial satisfaction rather than on feelings of gratitude. Consequently, it is essential to cultivate interest in gratitude following its role in entrepreneurial success strategies, as this may enhance overall performance and increase success rates.

Table (3) Presentation, Analysis, and Interpretation of Research Variables

NO.	Mean	S.D ¹	NO.	Mean	S.D	NO.	Mean	S.D	NO.	Mean	S.D
DSTE1	3.74	0.78	ESFD4	3.60	1.14	ESER	3.41	0.94	AGFB5	3.23	1.21
DSTE2	3.68	0.79	ESFD5	3.57	1.03	ES	3.53	0.61	AGFB6	3.48	1.34
DSTE3	3.62	1.09	ESFD6	3.46	1.19	AGAB1	3.42	1.03	AGFB7	3.12	1.19
DSTE4	3.60	0.97	ESFD7	3.71	0.96	AGAB2	3.42	0.98	AGFB	3.28	1.03
DSTE	3.66	0.65	ESFD8	3.60	1.00	AGAB3	3.45	1.02	AGER1	3.35	0.96
DSDP1	3.45	1.05	ESFD	3.57	0.79	AGAB4	3.32	1.00	AGER2	3.45	0.90
DSDP2	3.55	0.97	ESES1	3.57	1.10	AGAB5	3.25	0.90	AGER3	3.54	0.90
DSDP3	3.62	0.95	ESES2	3.71	0.86	AGAB6	3.45	1.00	AGER4	3.57	0.87
DSDP4	3.66	0.92	ESES3	3.75	0.69	AGAB7	3.46	0.97	AGER5	3.46	0.83
DSDP	3.57	0.65	ESES4	3.77	0.86	AGAB	3.39	0.86	AGER6	3.55	0.92
DSDB1	3.51	0.79	ESES5	3.45	1.13	AGIT1	3.43	0.97	AGER7	3.52	0.92
DSDB2	3.55	0.95	ESES	3.62	0.59	AGIT2	3.43	0.88	AGER	3.49	0.77
DSDB3	3.54	1.00	ESGR1	3.31	1.12	AGIT3	3.52	0.90	AGEB1	3.49	1.00
DSDB	3.53	0.67	ESGR2	3.66	0.91	AGIT4	3.54	0.87	AGEB2	3.42	1.12
DSHF1	3.58	0.88	ESGR3	3.63	1.04	AGIT5	3.54	0.83	AGEB3	3.46	0.99
DSHF2	3.57	0.92	ESGR4	3.46	1.06	AGIT6	3.40	0.90	AGEB4	3.31	1.06
DSHF3	3.58	1.04	ESGR5	3.55	0.98	AGIT7	3.46	0.90	AGEB5	3.35	1.05
DSHF	3.58	0.72	ESGR	3.52	0.72	AGIT	3.49	0.79	AGEB6	3.48	1.08
DTS	3.59	0.59	ESER1	3.35	0.98	AGFB1	3.34	1.25	AGEB7	3.35	0.96
ESFD1	3.55	1.10	ESER2	3.37	1.02	AGFB2	3.18	1.27	AGEB	3.42	0.81
ESFD2	3.69	1.01	ESER3	3.45	1.13	AGFB3	3.28	1.23	AFGO	3.41	0.72

ESFD3	3.68	1.02	ESER4	3.42	0.95	AGFB4	3.23	1.25			
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4. Hypothesis Testing

H1: There is a significant correlation between digital transformation strategies and entrepreneurial success.

The table demonstrates a strong correlation between digital transformation strategies and entrepreneurial success, with a correlation of 0.725. This indicates that there is a positive and significant impact of digital transformation strategies on achieving entrepreneurial success. The data also shows varied correlations between the different dimensions of the studied variables, ranging from 0.323 between (Database DSDB and Gratitude ESGR) to 0.708 between (Technology DSTE and the Financial Dimension ESFD). Therefore, it can be stated that digital transformation strategies play an important role in enhancing entrepreneurial success. Moreover, the relationships among the different dimensions indicate the importance of integration between these dimensions to achieve better results. It is advised to focus on improving the relationships between databases and gratitude to enhance overall performance; thus, this hypothesis can be accepted.

H2: There is a significant correlation between digital transformation strategies, AFGO.

The table shows a median correlation between digital transformation strategies, AFGO, with a relationship of 0.604. This suggests that there is a reasonable positive impact of digital transformation strategies on overcoming adoption-related barriers and enhancing growth opportunities. The data also shows varying correlations between different dimensions, ranging from 0.371 (DSDP digitisation and AGFB financial barriers) to 0.792 (DSDB databases and AGFB financial barriers), hence it can be said that digital transformation strategies contribute significantly to overcoming AFGO. The relationships between the dimensions also indicate the importance of focusing on the financial and digitisation aspects to improve the effectiveness of strategies, and therefore this hypothesis can be accepted.

H3: There is a significant correlation between entrepreneurial success, AFGO.

The table shows a strong correlation between entrepreneurial success, barriers to adoption, and future growth opportunities, with a correlation coefficient of 0.743. This indicates that entrepreneurial success is positively influenced by the ability of institutions to overcome adoption and growth-related barriers. The data also shows varying correlation relationships between the different dimensions, ranging from 0.293 between (the sense of gratitude ESGR and IT barriers AGIT) to 0.933 between (entrepreneurial readiness ESER and administrative barriers AGAB). Therefore, it can be said that entrepreneurial success heavily relies on overcoming the barriers to adoption and growth. Furthermore, the relationships between the dimensions indicate that entrepreneurial readiness has a strong impact on administrative barriers, highlighting the significance of investing in the development of entrepreneurial readiness. This encourages the enhancement of the sense of gratitude and the strengthening of information technology to better support entrepreneurial success; consequently, this hypothesis can be accepted.

Table (4) Correlation Matrix

	DSTE	DSDP	DSDB	DSHF	DTS	ESFD	ESES	ESGR	ESER	ES	AGAB	AGIT	AGFB	AGER	AGEB	AFGO
DSTE	1															
DSDP	.804**	1														
DSDB	.646**	.719**	1													
DSHF	.662**	.660**	.623**	1												
DTS	.887**	.907**	.853**	.850**	1											
ESFD	.708**	.662**	.562**	.534**	.703**	1										

ESES	.632**	.518**	.434**	.438**	.577**	.633**	1									
ESGR	.487**	.404**	.323**	.373**	.453**	.579**	.539**	1								
ESER	.518**	.557**	.443**	.523**	.585**	.424**	.531**	.486**	1							
ES	.725**	.673**	.553**	.590**	.725**	.811**	.810**	.800**	.794**	1						
AGAB	.521**	.581**	.474**	.530**	.603**	.424**	.504**	.406**	.933**	.738**	1					
AGIT	.422**	.473**	.602**	.447**	.459**	.308**	.327**	.293**	.720**	.543**	.753**	1				
AGFB	.473**	.371**	.792**	.441**	.454**	.358**	.393**	.541**	.521**	.570**	.533**	.336**	1			
AGER	.439**	.488**	.782**	.469**	.480**	.323**	.366**	.317**	.710**	.559**	.740**	.981**	.354**	1		
AGEB	.511**	.540**	.704**	.537**	.571**	.396**	.520**	.465**	.923**	.746**	.904**	.781**	.530**	.778**	1	
AFGO	.559**	.573**	.608**	.570**	.604**	.428**	.499**	.487**	.886**	.743**	.915**	.878**	.680**	.880**	.928**	1

H4: There is a significant impact of digital transformation strategies on entrepreneurial success.

The results of Table (5) indicate that digital transformation strategies have contributed to enhancing the potential for entrepreneurial success by achieving an improvement of (0.752). This means that increasing digital transformation strategies by one unit will contribute to an improvement of (75.2%) in entrepreneurial success, and a reduction of the standard error to (0.090). This indicates that digital transformation strategies accounted for (0.526) of the variation in entrepreneurial success. Therefore, it can be said that digital transformation strategies play a crucial role in enhancing entrepreneurial success. The results suggest that investing in these strategies can lead to significant improvements in entrepreneurial performance, which encourages the development and implementation of digital transformation strategies to enhance sustainable success.

Table (5) Results of Analysis of the Impact of Digital Transformation Strategies on Entrepreneurial Success

Path	S.W ¹	S.E	C.V	R ²	Sig.
DTS ---> ES	0.752	0.090	8.356	0.526	0.001

¹ Standard Weights (S.W), Standard Error (S.E), Critical Value (C.V).

H5: There is a significant impact of entrepreneurial success on AFGO.

The results of Table (6) indicate that entrepreneurial success has contributed to enhancing the capabilities of the research sample in overcoming AFGO by improving its capacities and capabilities by (0.884). This means that increasing entrepreneurial success by one unit will lead to an improvement of (88.4%) in the capabilities of the sample regarding AFGO, alongside a reduction of the standard error to (0.100). This indicates that entrepreneurial success has accounted for (0.553) of the variance observed in entrepreneurial success itself. Therefore, it can be said that entrepreneurial success has a significant positive impact on improving the capabilities to reduce adoption barriers and enhance growth opportunities. The results highlight the importance of focusing on enhancing entrepreneurial success as an effective means of improving performance and sustainable growth. This encourages the development of strategies that support entrepreneurial success to achieve better outcomes in facing challenges.

Table (6) Results of Analysis of the Impact of Entrepreneurial Success on AFGO

path	S.W	S.E	C.V	R ²	Sig.
ES ---> AFGO	0.884	0.100	8.840	0.553	0.001

H6: There is a significant impact of digital transformation strategies on AFGO through the mediating role of entrepreneurial success.

The results of Table (7) indicate that digital transformation strategies, with the mediating role of entrepreneurial success, have contributed to building the capabilities of the research sample to reduce AFGO by improving their strategies by (0.521). This

means that increasing digital transformation strategies by one unit, in terms of the mediating role of entrepreneurial success, will contribute to an improvement in the digital transformation strategies of the sample by (52.1%) in relation to AFGO, and reduce the standard error to (0.028). Therefore, it can be said that digital transformation strategies, when enhanced by entrepreneurial success, play a critical role in improving institutional capacities to mitigate adoption barriers and enhance growth opportunities. The results highlight the importance of integrating entrepreneurial success into digital transformation strategies to achieve better outcomes. This encourages the development of integrated strategies that combine digital transformation and entrepreneurial success to achieve sustainable positive impacts.

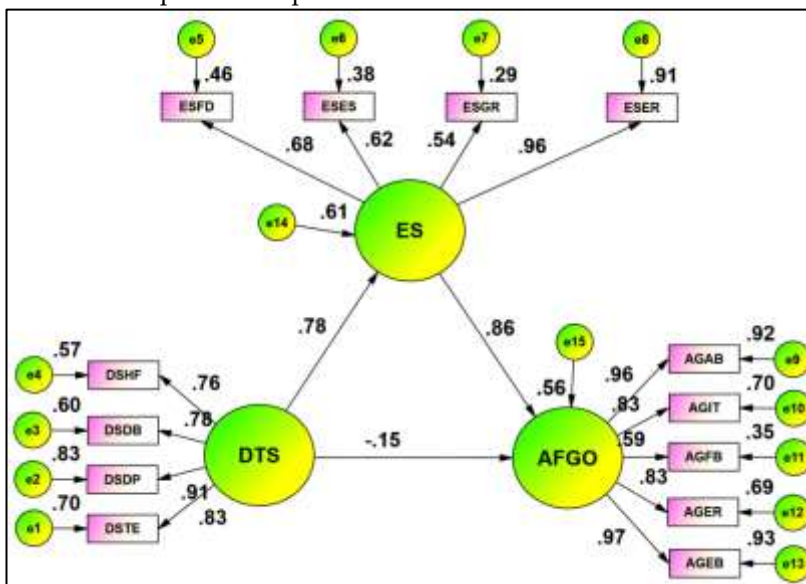


Figure (2) Measurement Model of the Impact of Digital Transformation Strategies on AFGO through the Mediating Role of Entrepreneurial Success

It is clear from Table (7) that digital transformation strategies, with the mediating role of entrepreneurial success, contributed to explaining approximately (0.561) of the variance in AFGO. This indicates that digital transformation strategies play a key role in enhancing the ability to overcome adoption barriers and boosting growth opportunities, especially when they coincide with entrepreneurial success. This encourages the development of these strategies to maximise their positive impact in the institutional environment.

Table (7) Results of Analysis of the Impact of Digital Transformation Strategies on AFGO through the Mediating Role of Entrepreneurial Success

path				S.W	S.E	C.V	R ²	Sig.	
DTS	---	ES	---	AFGO	0.521	0.028	18.607	0.561	0.001

PART FOUR: CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

1. Digital transformation strategies significantly contribute to overcoming AFGO, thanks to entrepreneurial success.
2. The research sample is keen to enhance its capabilities through digital transformation strategies by improving the ability to overcome adoption barriers and enhance growth opportunities, especially when they overlap with entrepreneurial success. This encourages the development of these strategies to maximize their positive impact on the corporate environment.
3. The research sample emphasizes the importance of integrating entrepreneurial success into digital transformation strategies to achieve better results. This encourages

the development of integrated strategies that combine digital transformation and entrepreneurial success to achieve sustainable positive impacts.

4. The research sample focuses on enhancing entrepreneurial success as an effective means of improving performance and sustainable growth. This encourages the development of strategies that support entrepreneurial success to achieve better results in the face of challenges.

5. The research sample is keen to invest in digital transformation strategies in a way that can lead to significant improvements in entrepreneurial performance. This encourages the development and implementation of digital transformation strategies to enhance sustainable success.

6. The research sample is interested in consolidating the relationship between entrepreneurial success, AFGO, which reinforces the importance of investing in developing entrepreneurial readiness. This encourages improving the sense of gratitude and enhancing information technology to better support entrepreneurial success. Therefore, this hypothesis can be accepted.

Second: Recommendations

1. The research sample should enhance efforts to address the financial barriers associated with digitization and databases to achieve greater positive results. This requires developing digital transformation strategies that contribute to overcoming AFGO.

2. The research sample should improve the relationship between databases and gratitude to enhance overall performance. This requires improving the relationship between digital transformation strategies and entrepreneurial success to ensure better results.

3. It is necessary to raise awareness and identify solutions related to AFGO in adoption and growth strategies to ensure better results and enhance sustainable growth opportunities.

4. It is necessary to enhance the dimension of gratitude in entrepreneurial success strategies to ensure improved overall performance and increased success rates. This requires a greater focus on achieving entrepreneurial satisfaction compared to gratitude.

5. It is necessary to enhance the focus on the database dimension to ensure the comprehensive success of digital transformation. This requires a focus on enhancing the technological aspects of digital transformation strategies.

6. It is necessary to encourage the research sample to participate in workshops, seminars, and training courses that contribute to enhancing their internal capabilities for future projects.

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