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THE INGREDIENTS OF PIONEERING PERFORMANCE AND THEIR REFLECTION IN ENHANCING DIGITAL MANAGEMENT/ KIRKUK CEMENT COMPANY A MODEL

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Abstract:

The present research aims to identify business performance trends as long-term creative trends, integrated into work, objective vision and rational analysis, and integral to perception, in an attempt to influence organizational activities and build positive behaviors for improve digital management in business organizations. Therefore, they are more creative and capable of overcoming risks and solving problems. problems and be more capable of undertaking competitive adventures.

The research problem begins through a set of research questions, namely: Does leadership performance in the investigated organization lead to strengthening digital management? In view of this, Kirkuk Cement Company, one of the largest companies in Iraq, was chosen as a research field. research, especially since it has been through multiple crises and operates in a hostile environment. The competition requires pioneering performance based on scientific foundations, and a purposive sample of (50) participants from all specialties at all administrative levels (director, deputy director, department head, senior engineer, supervisor) was selected, as it is based in digital strengthening. management and provision of information to the researcher. Realistic, relying on the questionnaire as the main tool for collecting data and information. (46) Questionnaire (4) was not suitable for analysis, with a response rate of (92%), which is statistically acceptable. The data was analyzed using SPSS to determine the best way to achieve the objective (improve digital management) with the least cost and time.

The research reached a number of conclusions, the most important of which are: (The results show that the rate of influence of the components of business performance represented by (independence, creativity, competitive adventure) is quite strong, but requires flexibility in comparison with the variables in the dynamic environment in which the investigated organization operates to achieve the capacity to achieve management, and in response to this a set of proposals were presented, the most important of which are: (The need to work on research variables).

Keywords: Entrepreneurial performance, digital management

INTRODUCTION

Business performance is one of the most important research topics improving digital management, with many studies focusing on different perspectives. It includes the business performance or business impacts of ICT systems, and is about increasing efficiency by improving the business performance of business organizations. Rather, the ripple effect of digital development can now be felt across a broader and deeper scale than ever before. before. The way companies are managed and how value is generated, as well as how an organization can become more efficient and sustainable, are outcomes of digitalization. However, adapting to new demands and taking advantage of the huge number of possibilities is not always easy.

Business transformation always involves new challenges. The novelty and complexity of the digital

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age has increased academic interest in the field of business performance. To promote digital transformation, support is sought in this process. We look at entrepreneurship from a digitalization perspective. This leads to a better understanding of the challenges. What companies face today, we believe that digital governance will serve as a tool to help the organization better understand the power that digitalization represents and support this organization in its digital transformation. We hope that this research will be useful to those working in this organization by facilitating their digitalization processes.

The first axis: research methodology

This axis presents a review of the research methodology represented by the research problem, which includes the manner in which the importance and research questions that are expected to be formulated, and the objectives sought from it, its hypotheses and hypothetical model, are formulated, as follows:

First: Research Problem:

The topics of entrepreneurial performance and digital management have dominated many aspects of business administration in general and business organizations in particular, due to the importance of entrepreneurial performance, which in turn affects that organization. Accordingly, our research problem can be presented as follows:

To what extent does pioneering performance contribute to enhancing digital management / Kirkuk Cement Manufacturing Company as a model?

1-2: Importance of the research: Our research is of great importance for the following reasons:

A - The importance of this research becomes clear through what relates to entrepreneurial performance and digital management and their dimensions to strengthening the researched organization.

B - Our research identifies new knowledge that may contribute to enhancing entrepreneurial performance in the organization under study.

T - The importance of pioneering performance in the researched organization through its contribution to achieving the goals of the researched organization.

Second: Research objectives:

This research seeks to achieve the following objectives:

1- Highlighting the importance of pioneering performance by enhancing digital management.

2- Shedding light on the reality of digital management in the researched organization.

3- Identify the extent to which leadership performance is applied in the researched organization and the extent of its contribution to enhancing digital management.

4- Highlighting some proposals for the researched organization working in Kirkuk Governorate.

Third: The hypothetical model of the research:

In light of the research problem and objectives, a proposed comprehensive model was designed to represent and diagnose the relationship between its variables and dimensions, as shown in Figure No. (1):

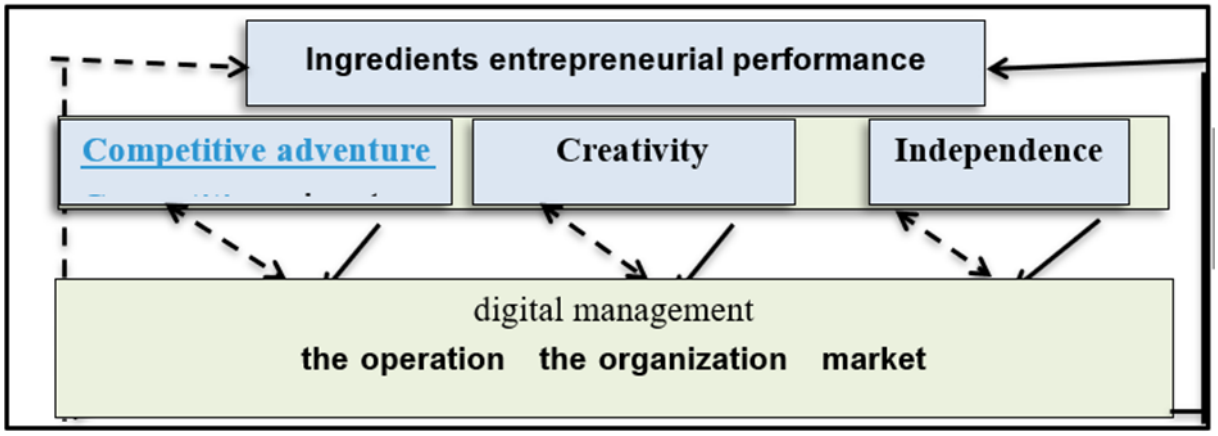

Figure (1): Study plan.

Source: Prepared by the researcher (at a significance level of 0.05)

Fourth: Research hypotheses:

In light of the research problem and in accordance with its objectives, it assumes the following:

1.There is no significant correlation between entrepreneurial performance in terms of its digital management tools and dimensions, and it branches from it:

A - There is no significant correlation between the independence dimension and the digital management dimensions.

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B- There is no significant correlation between the creativity dimension and the digital management dimensions.
C- There is no statistically significant correlation between the dimension of competitive adventure and the dimensions of digital management.
2. There is no significant effect of digital management in terms of its dimensions on entrepreneurial performance, which stems from it:
A- There is no significant impact relationship for the independence dimension on digital management.
B- There is no significant relationship of influence for the creativity dimension on digital management.
T- There is no significant influence relationship for the dimension of organized competitive adventure on digital management.

Fifth: Data collection methods:

In order to obtain data to complete our research in terms of achieving its objectives, reaching its results, building its conclusions, and presenting proposals, the researcher relied on following the following steps:
1. The theoretical aspect: This aspect was addressed with the help of a number of Arab and foreign references, including books, periodicals, research, university dissertations and dissertations, in addition to using the Internet.
2. The field aspect: The researcher relied on the questionnaire as the main tool to obtain data that covers this aspect, in addition to conducting some personal interviews within the organization.

Sixth: The scientific gap that the current research addresses:

The importance of the points addressed by the current research can be clarified through the following:
1- This research is distinguished in its treatment of the impact that entrepreneurial performance has on digital management.
2- This research included linking the research problem as distinct variables that are considered the basic foundation of entrepreneurial performance (independence, creativity, competitive adventure) by linking them to the extent of enhancing digital management.
3- This research relied on the method of selecting respondents as a human field to ensure a more accurate and credible diagnosis of reality.

Seventh: Tests of the research implement:

The questionnaire was prepared in light of the scientific vision achieved by surveying the available sources based on this (Rizan *et al.*, 2019), and it was relied primarily on what the researchers reported (Eitrem and Oberg, 2018; Daoud and Ali, 2017), because what they presented in the questionnaire was scientifically peer-reviewed, In addition, it was distributed to several experts to take advantage of their opinions when measuring the dimensions of the research.

Eighth: Description of the researched organization:

The construction of the Kirkuk cement factory began in 1981 in Kirkuk Governorate / Laylan district, located (15) km east of the city center, where production actually began in 1984, and the type of production was called (ordinary Portland cement), as it the number of production lines reached (2) lines and the capacity reached (2,000,000) tons annually. This project was implemented by the Japanese company Kawasaki and followed the production method (the dry method). A significant number of permanent and wage workers, who numbered 700 workers, work in the factory.

The first axis: theoretical aspect

First: pioneering performance

1- The concept of pioneering performance:

The literature on business performance suggests that there is a lack of agreement on which indicators to use, resulting in a variety of measures being employed (Einola and Entebang, 2015, p. 66). These measures generally fall into two categories: objective and subjective. The author defines business performance as the evaluation of an entrepreneur's progress in terms of profitability, sales volume, and customer satisfaction. However, it is crucial to conduct a realistic assessment by comparing the entrepreneur's progress with the established goals and objectives (Anthony, 2020, p. 27). One key factor influencing entrepreneurial behavior is family structure. Given that entrepreneurs often play a central role in shaping family dynamics, their attitudes towards various aspects of life, including work and lifestyle, are significantly influenced by it. Family structure not only affects access to financial resources and information within the family but also serves as a guiding influence, ensuring that the entrepreneur remains mindful of family values while managing the business (Hamid and Ibrahim, 2019). Additionally, family members who share a common cultural background tend to have strong bonds of trust and frequently engage in discussions about family ideals, relying on these values to drive their business endeavors (Ant, 2015: 45).

Although the infrastructural and environmental challenges, there appears to be limited understanding of how Ingredients of entrepreneurial performance influence dimensions of digital governance, including SME profitability and survival in the business

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environment. This research seeks to fill the gap by studying the impact of the three dimensions of digital management. About the entrepreneurial performance of the organization in question (Gershon and Ezurum, 2017:31.)

Entrepreneurship is defined as "the process of creating value by combining a unique set of resources to exploit opportunities." While there is considerable disagreement about the relative importance of focusing on creating a new venture, As entrepreneurs embark on developing new products and services, taking risks, assuming ownership, and aiming for growth, there is a growing consensus that entrepreneurship encompasses a behavioral and purposeful process. According to opportunities (Pinho *et al.*, 2014: 6).

The researcher believes that after discussing the importance of digital management in influencing entrepreneurial performance, assessing this importance with regard to small and medium-sized organizations in the Kurdistan Region is considered crucial in this research. Therefore, this research investigated the relationship between entrepreneurial performance and digital management in a cement company Kirkuk.

A substantial amount of research has affirmed that the digital environment in which an individual operates and matures carries both advantages and disadvantages that subsequently impact their social life, economic, emotional and business capabilities (he is better prepared and seems to perform better at work). Hence, the reviewed studies agreed that the digital management structure is linked to the success of entrepreneurial performance (Saud and Abdel-Wahab, 2019, 825).

The fundamental attitudes and behaviors of entrepreneurship encompass three primary dimensions: innovation, risk-taking, and proactivity. Innovation entails seeking creative, unconventional, or novel solutions to problems and needs. Risk-taking involves being prepared to invest significant resources in opportunities with a reasonable likelihood of costly failure, with these risks typically being calculated and manageable. Proactivity refers to taking initiative while diligently pursuing the goals of business performance, often requiring perseverance, adaptability, and a willingness to shoulder responsibility for setbacks. When a project exhibits a certain level of innovation, risk-taking, and proactivity, it can be regarded as an entrepreneurial endeavor, and the individual driving it forward can be deemed an entrepreneur (Ali and Al-Hasnawi, 2021: 71).

A particular individual or organization can produce a series of business events over time. There are five types of events: introduction of new goods or new quality of goods, introduction of new production methods, opening of a new market, During the execution of such endeavors, the utilization of novel supply sources and adoption of fresh organizational structures are common practices. This can significantly influence business performance. Moreover, there is evidence indicating that entrepreneurship is often linked with multiple events, and entrepreneurial entities are characterized by the repetition of behavioral patterns. Entrepreneurial performance is a dynamic, multi-institutional process, starting with a new venture that brings together participants in the "corridor". "business" that allows them to see paths that intersect and lead to new opportunities never seen before, many small "lifestyle" businesses prioritize starting operations as their primary business mission, emphasizing stability rather than growth, which is typically considered the essence of entrepreneurship. Consequently, their contentment with maintaining the status quo after initiating operations indicates that they may not exhibit particularly entrepreneurial characteristics as an organization (Willie and Ibrahim, 197, 2022).

The continuous effort to develop new products, services, markets, etc. It refers to the highly entrepreneurial process, this refers to "entrepreneurial iteration frequency," which denotes the frequency of events (such as introducing new products, services, or processes) in which an organization engages in entrepreneurial activities. Likewise, the degree of innovation of an event can be described as seriousness and proactivity, entrepreneurs can also face a number of challenges in finding opportunities that may help solve problems and improve their performance (Mangenda *et al*, 2021,2).

2-Ingredients entrepreneurial performance;

1 - Autonomy: Needs are defined as nutrients necessary for the growth, safety, and health of a living entity. They derive this definition of needs from biological and evolutionary approaches that determine the needs of an organism using functional criteria. There are at least three types of nutrients that are functionally necessary for growth. Continuity, integrity and personal well-being. These are the needs for independence, competence, and relatedness. The need for autonomy involves the perception that one's activities are approved by him or her. The need for relatedness relates to the feeling that one is close and connected to significant others.

The need for autonomy stems from the inherent human desire to exert control over their

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surroundings. It refers to the psychological necessity to experience self-determination and to perceive one's actions as self-initiated. When individuals feel coerced or manipulated into performing a task (resulting in thwarted autonomy), their intrinsic motivation diminishes. Behaviors are considered autonomous when they are voluntarily initiated and sustained, reflecting a personal sense of freedom and absence of external constraints (Cerasoli *et al.*, 2016: 783).

2- Innovativeness: Innovativeness is a personality trait that influences an individual's openness to embracing and integrating new ideas, products, and systems. It measures the extent to which a person is inclined to adopt and utilize emerging innovations compared to others within the same social context. For instance, the advent of mobile internet represents a nascent and innovative system in its initial stages. Consequently, for widespread adoption of this system to occur, customers must exhibit a statistically significant level of innovativeness. This not only accelerates the technology adoption process but also mitigates associated risks. By fostering a culture of innovation, customers are not only incentivized to embrace the new system but also stand to derive enhanced benefits from its utilization (Al-Alwan *et al.*, 2018: 105).

3 - Competitive adventure: Companies where there are competitive risks tend to have better results than their peers. Competitive entrepreneurship enables companies to navigate through a dynamic and challenging business landscape. Nevertheless, scholars in entrepreneurship contend that excessive risk-taking may not always yield positive outcomes. Companies risk tarnishing their reputations and eroding goodwill when they venture into ventures recklessly (Khatoon *et al*, 2016, 15), and to deal with competitive adventure as a direction for the company to respond strongly to competition procedures, and to aspire to reach a competitive advantage, and to control it quickly, and that competitive adventure is the position that the organization adopts." To gain a competitive edge over rivals, a company strategically allocates resources to swiftly establish a foothold in a targeted market. This can involve leveraging product innovation, expanding market reach, and making substantial investments to bolster market share and secure a competitive position. Assessing management's stance may reveal signs of competitive adventurism. In terms of competitiveness, such indicators may signify the adoption of unconventional competitive strategies over conventional or sanctioned methods. Competitive risk, as an aspect of entrepreneurial orientation, pertains to the intensity and confrontations encountered by new entrants as they contend with established competitors (Chalchissa and Bertrand, 2017:22).

Second: The concept of digital management:

In recent decades, there has been a remarkable advancement in technology, which has seamlessly integrated into our daily lives, profoundly impacting various facets, including work. Digital management transcends beyond mere digital and information technologies, encompassing products, business processes, sales channels, and supply chains. Moreover, the concept of digital management as a business model undergoes continuous transformation and disruption (Hess *et al.*, 2016, p. 31). This evolution in digital technologies, comprising information, computing, and communication, unleashes opportunities for innovating business models. The emphasis on synchronizing IT strategy with business strategy has introduced concepts such as digitalization, digital business strategy (DBS), and digital business models. These concepts facilitate business operations across temporal, spatial, and functional boundaries (Jurisic and Kermek, 2011, p. 21). Researchers commonly define digitalization, also termed digital transformation, as the process of applying digital technology across all aspects of human society (KaPlan *et al.*, 2004, p. 15).

Digitization is described as the use of paper and the application of the digital aspect to all aspects of society, and almost all sectors and industries are affected by the effects of this digital transformation or digitization (Meanwhile, Wade, 2015;4).

In the literature, digital business strategy (DBS) is defined as the alignment of an organization's business and IT strategies, as well as the incorporation of digital technologies into overall business strategy—a goal pursued through digital management.

Conversely, a digital business model (DBM) can be described as a model harnessing digital technology to enhance various organizational aspects, from customer interactions to value proposition derivation and revenue generation (Cuofano, 2019, p. 88). With digitalization being a prevailing topic, organizations are urged to contemplate the digital transformation of their business. Failure to adapt to the digital realm may lead to organizational resistance and eventual disappearance from the competitive landscape, as businesses face mounting pressures from customers, competitors, and employees to embrace digital transformation (Abdul and Khudair, 2020, p. 3).

Success in digital transformation hinges not solely on adopting new technologies, but on organizational transformation to capitalize on the

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benefits offered by these technologies. Major digital transformation initiatives revolve around reimagining customer experiences, operational processes, and business models, necessitating the establishment of a digital business management department within organizations.

Digitization, on the other hand, involves converting information from analog to digital format or automating processes through information communication technologies (Hess *et al*., 2016, p. 42). This shift has paved the way for various approaches to align business with information technology, such as technology adoption frameworks, software selection, and data integration through information systems. Consequently, digital transformation has significantly enhanced organizations' utilization of information technology, implementation of IT strategies, and information processing capabilities. Thus, digital transformation marks the initial phase of a comprehensive process spurred by the convergence of social media networks, mobile technology, and cloud computing, smartphones, all these software and technologies require digital management that coordinates all these variables. (Imgrund *et al*., 2018: 23).

Third: Dimensions of digital management:

Digital management revolutionizes digital business by addressing key questions that have preoccupied numerous industry experts, CEOs, and senior executives. These questions revolve around the implementation of digital transformation and where to commence. The research delves into various conceptual and theoretical frameworks deemed pertinent to the subject of digital business transformation. Additionally, it explores diverse dimensions identified by various sources concerning the integration of technology into the business landscape through digital management, although dimensions of digital transformation are addressed, including (computers and peripherals, hardware, software). Networks (network structure), the researcher tried to take other dimensions based on research: (Udovita *et al*, 2020:527) and these dimensions can be explained as follows:

1- Market: The growth of today's business world has created more intense market competition, because existing industrial markets have become global and crossed international borders. At the same time, to survive and maintain a sustainable competitive advantage in this market, both global and local, it is necessary for organizations to identify emerging digital technologies that can be used to develop a new business model in today's competitive world. applying procedures and instructions issued by Digital management (Agrawal and Narain, R,2018:1), The evolution of manufacturing processes has compelled organizations to embrace cutting-edge technologies like 3D printing, rapid prototyping, and harnessing the Internet of Things (IoT) for data utilization and analysis. In this fiercely competitive and rapidly changing landscape, every business's primary goal is to fulfill customer demands by delivering products of precise quality, quantity, and price at the most opportune moment (Bican and Brem, 2020: 15).

2- Operation: Computerization and digitalization are beginning to have a widespread impact on the life cycle of physical assets (Parn *et al*, 2017:50). Artificial intelligence is expected to add to this. Moreover, improving data exchange and use can lower bills for consumers, reduce the impact on the natural environment, and achieve digital governance; In particular, Developments in building information modeling (BIM) are poised to decrease the duration needed for upgrades during the operation and maintenance phase of databases. The necessary technologies and methods are already available in one form or another; However, data must be stored and shared. And analyze it safely, so technologies must be developed that ensure safety and efficiency (Lu,et.al,2020,50).

The digital environment and building management are a complex problem in the operation and maintenance phase, in situations where comprehensive information must be documented and multiple stakeholders are engaged, such as during the operation and maintenance phase, ensuring the integrity, validity, and interoperability of asset management processes becomes crucial. Therefore, there arises a necessity for an asset and infrastructure management system that is efficient, intelligent, and capable of maintaining dynamic information, supporting diverse activities, and enhancing overall environmental comfort (Lu *et al*., 2018, p. 325). many tools and systems have been implemented to improve operation and maintenance management, such as computerized management systems maintenance systems and computer-aided facilities management systems. (CAFM), building automation systems (BAS) and integrated workplace management systems (SaPP, 2015;20), for example, a CMMS is a computerized operation and maintenance process, an integrated platform is needed to manage various types of information distributed across different databases and to support various activities in the operation and maintenance (OandM) phase. Currently, facility management professionals rely on systems that

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can record daily work orders, history logs, service requests, and maintenance information. Nevertheless, extracting the necessary OandM information still demands considerable effort and time (Wetzel *et al.*, 2015, p. 15).

3- Organization: "Digital transformation may impact work design in such a way that there is less need for strict monitoring to begin with, and digitalization facilitates better alignment between tasks and individuals, benefiting both employees and the organization," Employees tend to derive greater personal benefits when assigned tasks align with their abilities. This alignment reduces incentives for evasion, thereby serving as a potent motivating factor in job and organizational design. Moreover, embracing new work arrangements facilitated by digitalization, such as work-from-home solutions, can further enhance employee satisfaction, reducing fears of surveillance, and thus increasing productivity (Kretschmer, and Khashabi, 2020, :94).

Digital transformation has significantly enhanced organizations' capacity to oversee employees' activities and evaluate their performance. Traditionally, results-based contracts were employed as the primary means of curbing opportunistic behavior among employees, given the difficulty and expense associated with monitoring their actions. However, the advent of digitalization has facilitated the emergence of behavior-based contracts and arrangements. Real-time data availability on projects and agents has enabled some online labor markets to implement virtual monitoring systems (Bilgeri *et al.*, 2017, p. 17). These systems, such as Work-Diary, track keystrokes and capture screenshots of employees' screens at regular intervals throughout the day.

However, there is mounting evidence suggesting that excessive monitoring may have adverse effects on employee motivation. Controversies surrounding the use of electronic bracelets by companies like Amazon to track warehouse workers exemplify these concerns. Hence, striking the right balance between utilizing digital transformation for employee monitoring and upholding ethical considerations is imperative for designing organizations in the digital age (Kontić and Vidicki, 2018, p. 30).

The researcher contends that manufacturing organizations face a unique challenge in integrating the physical and digital worlds. This involves harmonizing the design, production, and maintenance of complex hardware products with the software necessary for data analytics and digital services. Large manufacturing firms encounter these specific organizational challenges, which have thus far received limited attention among professionals, as evidenced by a review of relevant information systems literature.

The second axis: analyzing the results and testing the hypotheses

First: Description and diagnosis of the research variables: Descriptive statistical analyses, including frequency distributions, percentages, arithmetic means, standard deviations, and response rates, were conducted for all dimensions using the SPSS software (version 18). Finally, to identify the degree of agreement among members of the research sample regarding a variable, tables (1, 2, 3, 4, 5) show the diagnosis of the research variables, as follows:

Second: Dimensions Entrepreneurial performance;

Table 2: Description and diagnosis of the independence dimension

Questions	Strongly Disagree (1) % R.		Disagree (2) % R.		Neutral (3) % R.		agree(4) % R.		Strongly agree (5) % R.		A. mean	Sta.de
X_1	-	-	10.9	5	15.2	7	47.8	22	26.1	12	3.934	0.884
X_2	2.1	1	6.5	3	10.8	5	54.3	25	26.1	12	3.956	0.824
X_3	4.3	2	8.7	4	13.0	6	45.6	21	28.2	13	3.869	0.958
X_4	8.7	4	4.3	2	13.0	6	56.5	26	17.4	8	3.673	0.990
Average	3.8		7.6		13		51.1		24.5		3.858	0.914
Total	11.4				13		75.6					

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Table: Prepared by the researcher based on the results of (SPSS. V. 18).

Table (3): Description and diagnosis of the creativity dimension

Questions	Strongly Disagree (1) %	R.	Disagree (2) %	R.	neutral (3) %	R.	agree(4) %	R.	Strongly agree (5) %	R.	A. mean	Sta.de
X_1	8.7	4	8.7	4	21.8	10	43.5	20	17.4	8	3.521	0.656
X_2	2.2	1	4.3	2	6.5	3	50	23	34.8	16	3.834	0.875
X_3	8.7	4	4.3	2	26.1	12	43.5	20	17.4	8	3.586	0.980
X_4	6.5	3	6.5	3	21.7	10	39.1	18	26.1	12	3.608	0.710
Average	6.5		5.9		19.5		44.0		23.9		3.678	0.805
Total	12.5				19.5		68					

Table: Prepared by the researcher based on the results of (SPSS. V. 18).

Table 4: Description and diagnosis of the competitive adventure dimension

Questions	Strongly Disagree (1) %	R.	Disagree (2) %	R.	neutral (3) %	R.	agree(4) %	R.	Strongly agree (5) %	R.	A. mean	Sta.de
X_1	4.3	2	6.5	3	21.7	10	43.5	20	23.9	11	3.760	0.971
X_2	6.5	3	8.7	4	13.0	6	45.6	21	26.1	12	3.739	0.977
X_3	4.3	2	10.9	5	26.1	12	41.3	19	17.4	8	3.456	0.982
X_4	4.3	2	10.9	5	26.1	12	39.1	18	19.6	9	3.456	0.938
Average	4.9		9.3		21.7		42.4		21.7		3.602	0.967
Total	14.2				21.7		64.1					

Table: Prepared by the researcher based on the results of (SPSS. V. 18).

Table (5) Description and diagnosis of the dimensions of digital management (market dimension)

Questions	Strongly Disagree (1) %	R.	Disagree (2) %	R.	Neutral (3) %	R.	agree(4) %	R.	Strongly agree (5) %	R.	A. mean	Sta.de
X_1	15.2	7	15.2	7	_	_	28.3	13	41.3	19	3.331	0.791
X_2	4.3	2	8.7	4	10.9	5	39.1	18	37	17	3.282	0.803
X_3	4.3	2	4.3	2	4.3	2	56.5	26	30.4	14	3.108	0.927
X_4	10.9	5	13.0	6	6.5	3	41.3	19	28.2	13	3.086	0.799
Average	8.7		10.3		5.4		41.3		34.2		3.201	0.830
Total	19				5.5		75.5					

Table: Prepared by the researcher based on the results of (SPSS. V. 18).

Table (6) Description and diagnosis of the operation dimension

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Questions	Strongly Disagree (1) %	R.	Disagree (2) %	R.	Neutral (3) %	R.	agree(4) %	R.	Strongly agree (5) %	R.	A. mean	Sta.de
X_1	6.5	3	10.8	5	30.4	14	39.1	18	13.0	6	3.413	0.743
X_2	13.0	6	13.0	6	19.6	9	45.6	21	8.7	4	3.239	0.670
X_3	6.5	3	8.7	4	22	10	58.7	27	4.3	2	3.478	0.892
X_4	17.4	8	19.6	9	26	12	26	12	11	5	2.978	0.611
Average	10.9		13.02		24.5		42.35		9.25		3.277	0.729
Total	23.9				24.5		51.6					

Table: Prepared by the researcher based on the results of (SPSS. V. 18).

Table 7: Description and diagnosis of the organization dimension

Questions	Strongly Disagree (1) %	R.	Disagree (2) %	R.	Neutral (3) %	R.	agree(4) %	R.	Strongly agree (5) %	R.	A. mean	Sta.de
X_1	2.1	1	6.5	3	13.0	6	60.9	28	17.3	8	3.891	0.750
X_2	-	-	6.5	3	23.9	11	63.0	29	6.5	3	3.695	0.680
X_3	-	-	13.0	6	26.0	12	43.5	20	17.3	8	3.652	0.904
X_4	-	-	8.7	4	10.9	5	60.9	28	19.6	9	3.913	0.794
Average	0.5		8.7		18.5		57.1		15.2		3.787	0.782
Total	9.2				18.5		72.3					

Table: Prepared by the researcher based on the results of (SPSS. V. 18).

Third: Analyzing the correlation and influence relationships between the main and subsidiary research variables:

***Analysis of correlations between variables: measuring the correlation and testing hypotheses according to the following:**

1- Testing the first hypothesis: (There is no significant correlation between the components of business performance in terms of its components and digital management). From the results shown in Table (8), it is clear that there is a significant positive relationship between the dimensions of the business performance components and digital management combined. The correlation coefficient for the general index between them was (**0.839), which is a positive and morally significant relationship, indicating rejection of the first main hypothesis and acceptance of the null hypothesis.

Table (8): Results of the correlation between the dimensions of the pioneering performance components and digital management combined.

Dependent variable / Independent Variable	The Ingredients of pioneering performance
digital management	**0.839

Table: Prepared by the researcher based on the results of (SPSS. V. 18). * , ≤ 0.05 n=46.

Testing the subhypotheses of the first main hypothesis: (There is no significant relationship between the components of pioneering performance in terms of its components and digital management). The analysis results in Table (9) show

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that there is a significant positive correlation between each dimension of business performance and digital management combined. The correlation coefficient for the market dimension was found to be 0.675, while for the organizational dimension, it was 0.605. This suggests a strong positive correlation between the variables within each dimension. However, upon further examination, the correlation coefficient for the market dimension was (*0.675), and for the organizational dimension, it was (0.688*). These values indicate rejection of the alternative hypothesis and acceptance of the null hypothesis.

Table (9) results of the correlation between the Ingredients of entrepreneurial performance and the dimensions of digital management in the investigated organization.

Dependent variable / Independe variables, Ingredients of entrepreneurial performance	Dimensions of digital management combined **(market, process, organization)**
Independence	0.675*
Creativity	0.605*
Competitive adventure	0.688*

Table: Prepared by the researcher based on the results of (SPSS. V. 18). * , ≤ 0.05 n=46.

1- Testing the second hypothesis: (There is no significant effect of the Ingredients of entrepreneurial performance in terms of its Ingredients on the dimensions of digital management).

The regression analysis results presented in Table (10) demonstrate the collective influence of the dimensions of business performance components in digital management within the researched organization. The coefficient of determination (R^2) stands at 0.710, signifying that 71% of the observed influence can be attributed to the combined dimensions. The residual impact is attributed to random variables not accounted for in the research model. The calculated value (F) attains (*47.321), surpassing the tabulated value (2.175) at two degrees of freedom (1.44) and a significance level of (0.05). This suggests the acceptability of the regression model in interpreting the relationship reflected by the Beta coefficients. Specifically, the coefficient (1) registers at 0.488, a significant value based on the calculated (t) value of (*3.452), which exceeds its tabulated counterpart (*3.452) at the significance level of (0.05). Thus, these findings indicate the rejection of the alternative hypothesis and the acceptance of the null hypothesis.

Table (10) The effect of the dimensions of the entrepreneurial performance Ingredients on digital management combined in the researched organization

Dependent variable / Independe variables	Ingredients of entrepreneurial performance			
	β_1	R^2	F calculated	F tabular
Dimensions of digital management	0.488 *(3.449)	0.710	*47.321	2.175

() indicates the calculated t value D.f = (1.44) tabular t = 1.671, *= 0.0, n = 46
Table: Prepared by the researcher based on the results of (SPSS. V. 18)

1.Testing the sub-hypotheses of the second main hypothesis: (There is no significant effect of business performance components on digital management in the organization under study).

The regression analysis results in Table (12) revealed a significant effect for each dimension of business performance components individually on the dimensions of digital management in the investigated organization.

Firstly, the impact of the independence dimension on digital management was observed through the coefficient of determination (R^2) value, which reached (0.459*). This indicates that approximately 46% of the influence of independence on digital management is accounted for, while the remainder is attributed to uncontrollable random

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variables. The calculated value (F) (*35.678) surpassed the tabulated value (2.175) at two degrees of freedom (1.44) and a significance level of (0.05). Since the calculated value (F) exceeds the tabulated value, it indicates that independence positively and significantly affects digital management in the investigated organization, as do all other paragraphs. Consequently, the first sub-hypothesis is rejected, and the null hypothesis is accepted.

Similarly, the impact of the creativity dimension on digital management was identified through the coefficient of determination (R^2) value of (0.361). This suggests that creativity contributes to digital management by approximately 36%, which is a moderate percentage. The deviation from higher impact may stem from goal formulation weaknesses or unrealistic objectives beyond capabilities. The calculated value of (F) (*20.236) exceeded its tabulated counterpart (2.175) at two degrees of freedom (1.44) and a significance level of (0.05). Thus, creativity moderately, positively, and significantly affects digital management, consistent with the rejection of the first sub-hypothesis and acceptance of the null hypothesis across all paragraphs.

Lastly, the influence of the competitive adventure dimension on digital management was evident with a coefficient of determination (R^2) of (0.448). This implies that competitive adventure contributes to approximately 45% of the influence on digital management, while the remainder is attributed to uncontrolled variables. The calculated value of (F) (*32.103) exceeded its tabulated value (2.175) at two degrees of freedom (1.44) and a significance level of (0.05). Therefore, competitive adventure positively and significantly affects digital management in the investigated organization, consistent with the rejection of the first sub-hypothesis and acceptance of the null hypothesis across all paragraphs.

Table (10): The impact of the individual Ingredients of entrepreneurial performance on the dimensions of digital management in the researched organization.

Dependent variable / Independent variables	Dimensions of digital management			
	β_1	R^2	F calculated	F tabular
Independence	0.237 *(3.082)	0.459*	35.678	2.175
Creativity	0. 410 *(2.014)	0.361	20.236	
Competitive adventure	0.252 *(2.951)	*0.448	32.103	

( ) indicates the calculated t value D.f = (1.44) tabular t = 1.671 *,* 0.05 N = 46
Table: Prepared by the researcher based on the results of (S, SS. V. 18)

CONCLUSIONS AND RECOMMENDATIONS

First: Conclusions

1. (The competent intellectual views have proven the importance of the elements of entrepreneurial performance and its dimensions should be based on scientific foundations studied in light of the available capacity of the company surveyed as well as considering environmental changes, especially the Iraqi environment in general, which is unstable in order to be able to achieve compatibility with) the application of the scheme with the actual reality.)
2. (There is interest and administrative aspirations aimed at reformulating the elements of entrepreneurial performance by the management of the organization surveyed to be more flexible in order to reach the promotion of digital management in light of the dynamic environment in which it operates.)
3. (The existence of a correlation and a significant impact between the elements of entrepreneurial performance combined in the dimensions of digital management, which proves to be realistic dimensions of content and integration of analysis based on studied and purposeful scientific perceptions.))
4. (Entrepreneurial performance is one of the most important solutions that restore the position of the researched organization in the environment in which it

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operates, based on many risks, intense competition, effective movements of the private sector, fighting prices, financial crises, all of which require the ability to independence, creativity, competitive adventure.))

5. (Working according to the dimensions of modern digital management is one of the optimal solutions through which the surveyed organization can determine its future path according to the vision of senior management in terms of: market, process, organization, as comprehensive specifications, and values that support positive behavior towards reaching the goals with the least effort, time, and costs.))

SECOND: RECOMMENDATIONS

1. (The need for the management of the organization surveyed to focus on reformulating the elements of pioneering performance in order to be more flexible under the surrounding environmental conditions, and the adoption of special and modern programs to develop) them.)
2. (Activating the incentive system for employees to provide creative solutions to existing problems and seek to raise the level of performance towards reaching the provision of everything new and) innovative.)
3. (The need to work to search for new markets is a starting point towards building a market place to rebuild the capabilities of the) organization studied.)
4. Seeking to improve the process based on the perspective of independence, creative methods and competitive adventure as solutions that determine the best future path for the company surveyed in particular and Iraqi companies in general.
5. Encouraging creative and cognitive ideas and positive and motivational behavior in order to build ambitious realistic values that reflect the true image internally, reliability and good organizational identity on an external level.
6. Holding specialized training courses in the topics of digital management and creative and cognitive aspirations as basic solutions to draw a better future for the performance of the researched organization.

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