

# Impact of Digital Transformation on Business Performance in Insurance Brokerage Firms: Evidence from Saudi Arabia

**Obaid Shakil Khan**

Postgraduate student, University of Gloucestershire, England

## Corresponding author

Obaid Shakil Khan, Postgraduate student, University of Gloucestershire, England.

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## ABSTRACT

This study examines the impact of digital transformation on the business performance of insurance brokerage firms in Saudi Arabia. Using a mixed-methods approach that combines survey data and qualitative insights, this study evaluates how digital adoption influences operational efficiency, customer satisfaction, and competitive positioning. The findings indicate that digital transformation significantly enhances service efficiency, decision making, and customer engagement. However, challenges, such as resistance to change, limited digital capabilities, and cybersecurity risks, remain key barriers. This study contributes to the limited empirical literature on insurance brokerage digitalization in emerging markets and provides practical implications for industry practitioners.

## Introduction

The insurance brokerage sector in Saudi Arabia is undergoing significant transformation driven by digitalization and regulatory reforms aligned with Vision 2030. While digital transformation has been widely examined in banking and financial services, limited empirical research exists on its impact on insurance brokerage firms, particularly in emerging markets.

Insurance brokers play a critical intermediary role between insurers and clients, making digital adoption essential to improving operational efficiency, customer satisfaction, and regulatory compliance. However, many medium-sized brokerage firms face structural, technological, and human resource constraints that hinder effective transformation.

This study investigates the impact of digital transformation strategies on the business performance of insurance brokerage firms in Saudi Arabia through a case study approach. It explores how digital initiatives influence operational efficiency, customer engagement, and competitive positioning while also identifying the key challenges and opportunities associated with digital adoption.

The digital transformation of insurance brokers in Saudi Arabia presents an interesting challenge. With regulatory bodies

scurrying to keep in line with Vision 2030, it is noticed that most mid-sized brokers are not conforming because they lack the advantage of accessing financial, technological, and human resources. One of the main questions is how these companies can be effective in pursuing digital strategies, and what are the implications of such transformations on the business side? In light of this, this study aims to investigate how digitalization initiatives impact customer satisfaction, efficiency of operations, and compliance with regulations, especially regarding insurance brokers in resource-poor settings.

The justification of this study can be explained by the principal knowledge gap between praxis and the literature. Although the literature on digital involvement in banking and finance has talked a lot about digital transformation, little empirical analysis has probed the sphere of insurance brokers and brokerage business in emerging markets, including Saudi Arabia. The constraint on the representation of insurance brokers is of primary concern, considering the role of brokers in linking insurers and consumers (particularly in markets where insurance is relatively new as a consumer good) [1].

Insurance brokers in Saudi Arabia are expected to be agents of achieving a greater awareness of insurance products, assist in

customizing the insurance product to the needs of clients, and monitor legal requirements [2]. There are big fines imposed on these companies due to digital policies, but relatively little is written about their paths of change, and thus, the documented information is practically non-existent. The modernization of any sector will, therefore, be forced to use paradoxical knowledge of how they are being implemented at the level of the broker.

The significance of this research could be told with the description of three key contributions as it did provide: This research is meaningful as it adds value to the literature because it focuses on a neglected area of literature, middle-sized insurance brokers in Saudi Arabia, and can be applied in the formulation of strategies for insurance companies that desire a change that is sustainable, particularly for firms that have been affected by resource issues. The practical significance of this study is that it aligns with the objectives of economic diversification in Saudi Arabia because it is pegged on digital adaptation in the financial sector.

**Key Drivers and Barriers of Digital Transformation in the Saudi Insurance Brokerage Sector**

Drivers	Barriers
Vision 2030 Digital Mandates	Legacy IT Systems
Increased Customer Expectations	Limited Digital Literacy
Competitive FinTech Ecosystem	Regulatory Uncertainty

Nevertheless, even middle-sized insurance brokers are unable to realize digital transformation comprehensively, even though the industry continues to change. Reduced financial resources, poor digital literacy among staff members, and ineffective connections between digital platforms have hindered the advancement of digital adoption. Changes in regulation may also be problematic, as they may be inconsistent or difficult to interpret, especially by small brokers, and, as a result, compliance risks may rise. In addition, the digital gap is further expanded by the increasing competition of insurance companies for new InsurTech start-ups and other larger companies with vast sources [3]. This puts more pressure on brokers to catch up, disregarding the fact that they do not have the required infrastructure, skilled and knowledgeable individuals, and strategic reserve to execute a complete digital transformation.

Moreover, the reality that the nature of digital transformation continues to alter customer requirements exposes the brokers to assessment of performance measures based on standards such as the speed of reaction, processing rate of claims, and the experience of users of digital channels. The performance of the business is closely connected to the parameters, and it is impossible to attain customer fulfilment and retention without the parameters. Based on the perceptions of, customer satisfaction in the digital world of the recent time is largely reliant on the alignment of virtually unified digital tools with the full range of potential touchpoints [4].

Thus, based on the above, Insurance Brokers have indulged in a spate of digital activities-centralized CRM applications, online applications on policy, and complaint-processing applications that are automated. However, the transformation

process is progressive and requires some kind of input regarding technology, training, and change management. Some of the threats and opportunities in the Saudi Arabian industry will never be less critical to the experience of the company.

	Opportunities	Challenges
Regulatory Constrains	<ul style="list-style-type: none"> <li>Vision 2030</li> <li>Digital economy direction</li> <li>New Insurance Authority in place</li> </ul>	<ul style="list-style-type: none"> <li>New regulator, more updates and changes</li> <li>Low compliance knowledge for digital tools</li> </ul>
Technology	<ul style="list-style-type: none"> <li>Artificial Intelligence Era</li> <li>Cloud computing</li> <li>InsurTech startups on rise</li> </ul>	<ul style="list-style-type: none"> <li>Legacy systems being used</li> <li>Costly tech upgrades</li> </ul>
Customer	<ul style="list-style-type: none"> <li>Always demand for 24/7 service</li> <li>Tech-savvy population</li> </ul>	<ul style="list-style-type: none"> <li>Old customers still prefer in-person interactions</li> <li>Digital trust issues</li> </ul>
Organizational	<ul style="list-style-type: none"> <li>Leadership vision</li> <li>Digital awareness emerging</li> </ul>	<ul style="list-style-type: none"> <li>Employees lack skills</li> <li>Employees resist to change</li> </ul>
Market Competition	<ul style="list-style-type: none"> <li>Competition from tech savvy brokers</li> </ul>	<ul style="list-style-type: none"> <li>Smaller brokers have less chance of survival as tech costs and leadership are lacking</li> </ul>

**Literature Review**

Despite the growing literature on digital transformation in financial services, limited empirical research has examined its impact on insurance brokerage firms, particularly in emerging markets, such as Saudi Arabia. This study addresses this gap by focusing on medium-sized brokerage firms and evaluating the relationship between digital transformation and business performance.

**Digital Transformation in Financial Services**

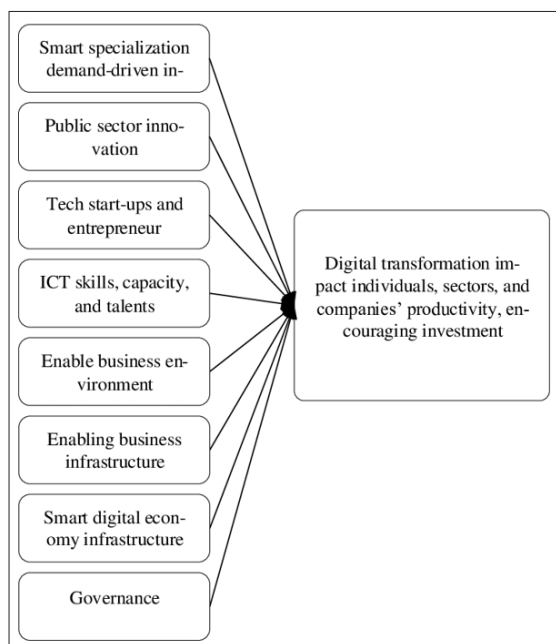
The structure of the review comprises four interconnected themes: digital transformation, customer satisfaction, the current environment of the insurance market in Saudi Arabia, and the impact of FinTech. They are a sector in a period of rapid development, which is directed by digitalization and in Saudi Arabia with regard to Vision 2030. The following issues have particular significance since insurers in the area attempt to use modern technology, improve involvement, and integrate new technology with Islamic finance tools.

In addition to the most significant empirical and theoretical themes associated with learning, innovation, and human capital formation, this review will discuss the application of these

themes in the Saudi Arabian context of unique socio-economic and institutional environments.

### Digital Transformation in Insurance

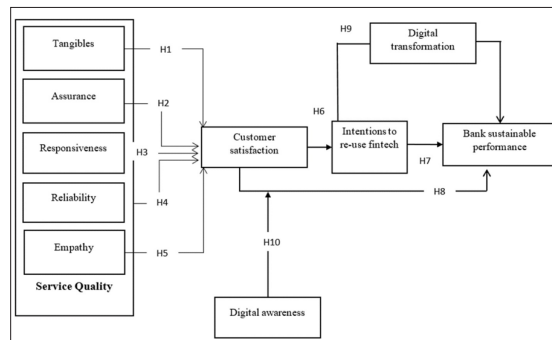
Digital insurance transformation refers to a radical shift in insurance organizations, applying technology methods to reinvention processes, customer service, and value contest of the industry. According to, digital transformation is the integration of digital technologies in the value chain to conduct business and generate value for the customer [5]. Padua also emphasizes that digital transformation is cultural change, not only concerning the use of technologies but also the adaptation of a new way of working in organizations and practising new behaviors in terms of experimentation and acceptance of mistakes [6,7].



There are a few drivers of digital change in the insurance industry, which include technological innovation, changing consumer attitudes, and the rise in competition. Digital technologies in the sector include artificial intelligence (AI), big data analytics, and decentralized systems (blockchains). Consumer behavior and demands are also shifting to digital and self-service due to technological changes. In addition, newcomers and InsurTech have also brought new offers and insist that incumbents in the industry are not doing well in adapting to the current change to compete.

There are quite a few problems that should be addressed with emphasis on digital transformation and insurance. Automation of the processes in organizations has undergone numerous changes; some of the operations have become affordable, and most of them have progressed well. Better coverage and customer satisfaction have been achieved with InsurTech, bringing new solutions to different types of coverage. The application of data analytics in the insurance sector is likely to help businesses tune their products to uniqueness to individual consumers in a particular market, and hence customer loyalty [8].

### FinTech's Influence: The Rise of InsurTech in Insurance



The value chain of insurance is affected by technology, resulting in an innovation called InsurTech. According to Singhal et al., the FinTech has introduced new models of conducting business in the insurance sector and consequently introducing new models included peer-to-peer insurance, usage-based insurance and on-demand coverage [9]. Noreen states that when implemented in the region of Saudi Arabia, FinTech is utilized to work with policies, insurance claims, and customer service efficiency [10].

It explores the application of technologies such as artificial intelligence, blockchain, and mobile apps in InsurTech. Risk assessment and fraud detection may be facilitated by the use of risk intelligence made available by AI. Blockchain technology makes transactions transparent and secure, while mobile technologies deliver customers close to insurance services.

### Regulatory and Institutional Influences in the Saudi Context

Saudi Arabia has reformed its insurance industry through legal means and reform at an institutional level, which has been greatly influenced by the changing policies of the Saudi Central Bank (SAMA) and the new Insurance Authority that was brought about [1]. The SAMA has experienced long periods of controlling the financial sector and has taken some actions to guarantee the stability and strength of financial institutions against any possible weak points. The new Insurance Authority specifically aims to regulate all activities regarding insurance, and its main objectives are to promote transparency in the sector, efficiency in all activities, and consumer protection. "While TAM remains influential, its exclusion of organizational and cultural factors limits its predictive power in non-Western settings, such as Saudi Arabia".

Vision 2030, a strategic plan focused on diversifying the economy of the Kingdom and minimizing the impact of oil revenues, is considered a key macro-environmental driver of the discussed reforms [12]. The vision is to nurture innovation in the non-oil sector, such as insurance, foreign investments, and enhanced industry participation in the private sector. Such moves indicate how the government is keen to embrace insurance as an important sector in overall economic change in Saudi Arabia.

Institutional theory is also useful in explaining the influence of external forces on the insurance market in Saudi Arabia through organizing operations. Government policies and regulatory pressure are examples of coercive forces, and they should drive organizations to conform to certain standards and practices put forward to them. These external forces usually include

professional schemes and regulatory bodies that exert pressure on companies to conform to industry methods. Additionally, mimetic forces exist because of the possibility of insurance companies copying successful peers to acquire legitimacy and obtain a competitive advantage.

It is possible to note using this theoretical framework that formal rules and informal norms of the institution are two elements that are actively moving the insurance industry toward digital transformation and strategic orientation. Such forces influence not only compliance but also innovation, where firms adjust to achieve new demands and keep up with the demands of an ever-changing and competitive market.

### **Takaful (Islamic Insurance) and Public Perception**

As a system of cooperation, Takaful is the preferred system of religious and cultural insurance in the Kingdom of Saudi Arabia [13]. Nevertheless, there is a lack of general knowledge regarding Takaful, an Islamic concept. Some of the problems are a lack of knowledge of its work, lack of information about it, and its difficult appearance on the web.

Therefore, to create more awareness about Takaful, there must be selective and efficient use of communication technology tools. Announcements, webinars, and amiable websites will also be useful for disseminating information and transforming misconceptions, although there should be any reason to choose a specific option favored. It is also possible to create credibility and develop necessary trust by relying on religious scholars and leaders. In addition, the mobile application of Takaful services also facilitates accessibility, particularly for the younger generation.

Digital transformation in Takaful helps expand existing products and the way they are conducted. Such operations lead to efficiency in the automation of processes, online claims processing, and effective customer support. However, the only concern is to ensure that the Shariah conditions are also followed when performing operations in the virtual world, and this needs to be done on a continuous basis through audit, and it may also be consulted with Shariah scholars.

### **Applying Theoretical Models in Real-World Insurance Practices**

Using theoretical models, such as the Technology Acceptance Model (TAM), SERVQUAL, and Institutional Theory, one finds them very useful toward the digital transformation of the Saudi Arabian insurance industry. Perceived ease of use and usefulness are noted to be paramount in user acceptance of technology, which is provided through the TAM [14]. Practically, this model allows insurers to develop useful online services that are in line with consumer expectations and develop a positive user experience.

One of the most popular models applied to digital service interactions is SERVQUAL, which divides service quality into five dimensions: Tangibles, Reliability, Responsiveness, Assurance, and Empathy. Implementing this model helps insurance firms to see how well they deliver digital services and where they can utilize their efforts in this area to improve consumer satisfaction. For example, customer satisfaction and

loyalty could be increased and enhanced by approximately 30 percent by making timely changes such as the implementation of real-time customer support [15].

According to Carbonell and according to the interpretation provided by Dua, Institutional Theory is used to understand organizational shaping through coercive, normative, and mimetic pressures [16]. In the case of Saudi Arabia, coercive pressures are reflected in the regulatory aspects that stipulate demand to be changed by insurers; normative pressures are the aspects dealing with industry learning and standard setting; and mimetic pressures are evident as companies copy successful ones to stay relevant. Knowledge of these forces will assist insurance companies in anticipating them and adjusting and homogenizing their strategic response to regulatory and market change, for example, by successful assimilation of technologies such as AI avatars or digital assistants.

When implementing such models, one needs to consider technological capabilities, consumer expectations, and government regulations. To illustrate this point, companies create a mobile application for insurance services, which needs to take into consideration the TAM-related elements of usability, SERVQUAL dimensions of the service quality, and regulations of the institutional environment. An integrated approach can help with digital transformation strategies be user-friendly, viable, and legally acceptable, thus improving organizational performance and competitiveness.

### **Research Gap**

Despite the growing body of literature on digital transformation in financial services, most existing studies have primarily focused on banking institutions, fintech firms, and large insurance providers in developed markets. Limited empirical research has examined the impact of digital transformation within insurance brokerage firms, particularly in emerging markets, such as Saudi Arabia.

Insurance brokers operate as critical intermediaries between insurers and clients; however, their digital adoption challenges, operational constraints, and performance outcomes remain underexplored in the academic literature. Furthermore, existing studies often adopt either purely quantitative or qualitative approaches, with limited integration of both methods, to provide a comprehensive understanding of digital transformation effects.

Additionally, there is a lack of research that contextualizes digital transformation within the regulatory, cultural, and economic environment of Saudi Arabia, especially in alignment with Vision 2030. This study addresses these gaps by adopting a mixed-methods approach to evaluate the impact of digital transformation on the business performance of insurance brokerage firms, offering both empirical evidence and practical insights relevant to emerging market contexts.

### **Key Issues and Gaps Summary**

The literature review examined the digital transformation processes within the insurance industry by focusing on the aspects of FinTech adoption, customer satisfaction, and organizational performance. Such frameworks as the Technology Acceptance Model (TAM) were useful in explaining the acceptance of using digital solutions and the adoption of innovation as provided by

the Diffusion of Innovations (DOI). The SERVQUAL model of insurance services identifies the determinants of customer satisfaction and service quality. Digital transformation theory assisted us in understanding the development of business models to seize value. Furthermore, institutional and sociocultural market structures raised the issue of particular regulatory and cultural peculiarities of the insurance sector in Saudi Arabia.

Irrespective of the literature gaps, there is a paucity of empirical studies on mid-tier insurance brokers in Saudi Arabia, who, despite being overshadowed by large firms, remain a considerable proportion of the national insurance market. Second, the literature does not consider the influence of digital transformation on customer satisfaction in the context of Islamic insurance, which is essential in the Saudi financial environment.

## Methodology

### Research Design

This study adopted a mixed-methods research design that combined quantitative survey data with qualitative insights from semi-structured interviews. The mixed-methods approach allows for a comprehensive analysis of digital transformation in insurance brokerage firms by capturing both measurable outcomes and contextual experiences. While the quantitative component provides statistical evidence of trends and relationships, the qualitative component offers deeper insights into the perceptions, challenges, and strategic implications of digital transformation within an organization.

This study is based on a case study approach focusing on a medium-sized insurance brokerage firm operating in Saudi Arabia. This approach enables an in-depth examination of digital transformation practices in a real-world organizational context.

### Data Collection

Data were collected using two primary methods:

- **Quantitative Survey**

A structured questionnaire was distributed electronically to employees and stakeholders in the insurance brokerage sector. The survey aimed to measure the extent of digital tool adoption, its impact on operational efficiency and customer satisfaction, and challenges associated with digital transformation.

- **Qualitative Interviews**

Semi-structured interviews were conducted with selected participants to gain deeper insight into digital transformation practices. The interviews allowed participants to elaborate on their experiences, perceptions, and organizational challenges, which may not be fully captured through survey responses.

- **Sampling and Participants**

A dual sampling strategy was employed to support the mixed-methods design:

- **Quantitative Sampling**

The survey was distributed to 130 participants, of which 100 valid responses were received and included in the analysis. Participants were selected using a simple random sampling approach from employees and stakeholders across departments to ensure diversity and reduce sampling bias.

- **Qualitative Sampling**

A purposive sampling technique was used to select interview participants with relevant knowledge and experience in digital transformation. Seven participants were interviewed, including

senior management and functional heads from departments such as operations, underwriting, marketing, and customer service.

This combination of sampling techniques ensured both depth and breadth in data collection.

### Data Analysis

The collected data were analyzed using both quantitative and qualitative techniques:

- **Quantitative Analysis**

Survey data were analyzed using IBM SPSS software, applying descriptive statistics to identify trends, frequencies, and patterns related to digital transformation adoption and its impact on business performance.

- **Qualitative Analysis**

Interview data were analyzed using thematic analysis, where responses were systematically coded and categorized to identify recurring themes, such as operational efficiency, barriers to adoption, customer experience, and regulatory influences.

The integration of both the analytical approaches enabled a more comprehensive understanding of the research problem.

### Reliability and Validity

To ensure the reliability and validity of the findings:

- The survey questionnaire was designed based on constructs established from prior literature, including digital transformation, service quality, and technology adoption.
- Multiple data sources (surveys and interviews) were used to achieve methodological triangulation, enhancing the credibility of the findings.
- Interview responses were carefully reviewed to ensure consistency and accurate representation of participant perspectives.

### Ethical Considerations

Ethical considerations were maintained throughout this study. Participation in both the survey and interviews was voluntary, and the respondents were assured of confidentiality and anonymity. The data were used solely for academic purposes, and no personally identifiable information was disclosed.

### Limitations of the Methodology

This study is based on a single case study of a medium-sized insurance brokerage firm, which may limit the generalizability of the findings to other organizations or markets. Additionally, reliance on self-reported data may introduce subjective bias. However, the use of mixed methods and multiple data sources helps to mitigate these limitations by providing a more balanced and comprehensive analysis.

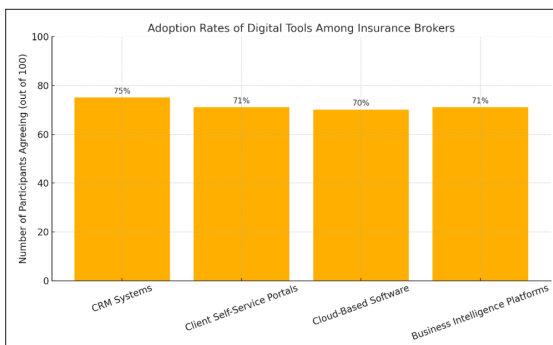
### Findings

#### Adoption of Digital Transformation Tools

The survey revealed strong evidence for the widespread adoption of digital tools among insurance brokers. A total of 71 participants (71%) agreed that their organizations employ digital transformation strategies across operations to ensure business sustainability. A similar number confirmed that client self-service portals are widely used, allowing policyholders to manage their policies, submit claims, and access real-time status

updates 24/7. Cloud-based software adoption was also reported by 70 participants (70%), reflecting the industry’s growing reliance on secure and accessible digital document storage for brokers and clients.

Furthermore, Customer Relationship Management (CRM) systems were identified as key enablers of effective client engagement, with 75 participants (75%) agreeing that these systems helped maintain long-term client relationships, improve communication, and enhance sales opportunities. Business intelligence platforms were also acknowledged by 71 participants (71%) as instrumental in data-driven decision making, enabling brokers to anticipate risks and make sustainable business choices. These findings indicate a strong alignment between digital tool adoption and strategic goals in terms of operational efficiency and customer satisfaction.

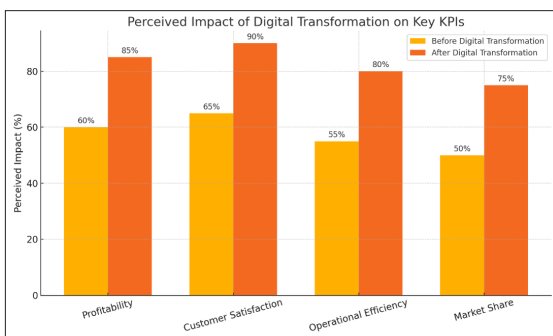


Adoption Rates of Digital Tools Among Insurance Brokers

**Impact on Business Performance and Customer Experience**

The findings indicate that digital initiatives have had a positive impact on both operational performance and customer experience. Seventy respondents (70%) agreed that the use of self-service portals increased customer satisfaction by providing clients with continuous access to policy details and billing information. 74 participants (74%) strongly agreed that digital initiatives have enhanced overall customer experience, while 79 respondents (79%) highlighted timely service delivery as a result of leveraging Internet of Things and AI-based innovations.

The survey also showed that digital marketing efforts contributed to business growth, with 50 participants (50%) acknowledging that engaging clients through social media and online channels improved real-time interaction and market share. Digital restructuring was further associated with higher profitability, as 70 participants (70%) reported increased revenue linked to improved customer engagement and operational efficiency.



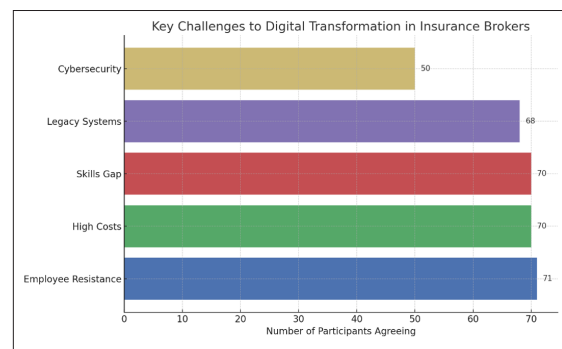
Perceived Impact of Digital Transformation on Key KPIs

**Challenges to Digital Transformation**

Despite the clear benefits, the findings also indicate that insurance brokers face several barriers to digital transformation. 71 respondents (71%) agreed that employees demonstrated resistance to digital innovations because of skill gaps and discomfort with changing traditional processes. Additionally, 70 participants (70%) identified high operational and training costs as major obstacles, particularly for smaller insurance brokers struggling to sustain investments in new technologies.

The technical resource gap was a recurring theme with 71 participants (71%) indicating that legacy systems and limited technical expertise hindered digital adoption. Furthermore, 68 respondents (68%) highlighted the complexity of integrating new tools with outdated systems and 50 participants (50%) acknowledged cybersecurity risks as a critical concern for firms without robust digital frameworks.

Interestingly, 74 respondents (74%) agreed that regulatory support from the Saudi government would significantly encourage digital transformation and 79 participants (79%) believed that digital technologies present clear opportunities for future business growth if these barriers are addressed.



Key Challenges to Digital Transformation in Insurance Brokers

**Integration of Quantitative and Qualitative Insights**

While the quantitative survey provided a clear overview of digital adoption, performance impact, and challenges, qualitative findings from semi-structured interviews and focus groups were integrated to enrich the analysis. These insights help explain why employees resist adoption, how customers perceive self-service portals, and what internal strategies managers use to overcome digital skill gaps. Direct quotes from managers, team leads, and customers highlighted lived experiences and contextualized the numerical results, enabling a fully mixed-methods perspective.

**Quantitative Results**

**Frequency Test**

Our company has a formal digital transformation strategy				
	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	45	40.5	40.5	50.5
Disagree	4	3.6	3.6	54.1
Neutral	15	13.5	13.5	67.6
Strongly agree	30	27.0	27.0	94.6
Strongly disagree	6	5.4	5.4	100.0
Total	100	100.0	100.0	

Most participants affirmed that their organization employs a digital transformation strategy in all operations, with the goal of securing business sustainability.

We use digital documentation portals to manage insurance policies and claims.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	49	44.1	44.1	54.1
Disagree	4	3.6	3.6	57.7
Neutral	14	12.6	12.6	70.3
Strongly agree	22	19.8	19.8	90.1
Strongly disagree	11	9.9	9.9	100.0
Total	100	100.0	100.0	

71 people agree that their firm is utilizing an insurance client portal that can help clients manage their insurance policies, including claims. The digital portal provides clients with secure storage of documents and assists insurance brokers in trusting relationships with clients.

Our clients use self-service portals for managing their policies.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	48	43.2	43.2	53.2
Disagree	3	2.7	2.7	55.9
Neutral	20	18.0	18.0	73.9
Strongly agree	23	20.7	20.7	94.6
Strongly disagree	6	5.4	5.4	100.0
Total	100	100.0	100.0	

71 participants believe that their customers do self-service portals in managing their policy, in addition to submitting claims regarding their policy, while notifying clients in a timely manner on their policy status. Self-service portals are available digitally through self-service, either 24/7.

	Frequency	Percent	Valid Percent	Percent
Valid				
Agree	39	35.1	35.1	45.0
Disagree	6	5.4	5.4	50.5
Neutral	16	14.4	14.4	64.9
Strongly agree	31	27.9	27.9	92.8
Strongly disagree	8	7.2	7.2	100.0
Total	100	100.0	100.0	

**Thematic Insights from Interviews**

Seventy of the participants agreed that their company had taken software in the cloud; this was to protect documents to manage and share data. This paved the way for brokers and clients to access documents as needed.

To complement the quantitative findings, qualitative data were collected through semi-structured interviews with participants from the insurance brokerage sector. Thematic analysis was used to extract the key patterns from the responses. The main themes that emerged were as follows.

**Theme 1: Operational Efficiency**

“Digital transformation significantly reduced manual work. We used to spend hours on paperwork, but now it’s done in minutes through automated systems.”— Participant 4

The participants highlighted improvements in turnaround time and cost reduction after adopting digital tools. Automation of documentation and client-handling procedures have been frequently mentioned.

**Theme 2: Barriers to Adoption**

“Our brokers hesitate with new systems due to lack of training. Most of them are used to the old ways and are afraid to experiment.”— Participant 2

Resistance to change is a recurring issue. The respondents pointed to a lack of digital literacy and insufficient internal training as barriers to adoption.

**Theme 3: Customer Experience Enhancement**

“Clients now get updates in real time, and their queries are resolved faster. The CRM system has made our communication more structured.”— Participant 5

Improved service delivery and client responsiveness were also emphasized. Several participants noted that digitized communication channels improved trust and reduced customer churn.

**Theme 4: Cultural and Regulatory Constraints**

“We have to make sure everything complies with Shariah law. Sometimes the new tech doesn’t consider this, and we must manually intervene.”— Participant 1

Participants explained how cultural expectations and regulatory demands, such as Shariah compliance, influence which technologies are adopted and how they are implemented.

Our organization actively uses digital marketing tools (e.g., social media, email).

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	31	27.9	27.9	37.8
Disagree	13	11.7	11.7	49.5
Neutral	20	18.0	18.0	67.6
Strongly agree	19	17.1	17.1	84.7
Strongly disagree	17	15.3	15.3	100.0
Total	100	100.0	100.0	

Fifty participants responded that their company used digital marketing tools to engage with their audiences in real time. Feedback shows that clients are captured through various digital social media channels. This assists in using insurance broker companies to engage audiences with knowledge of insurance services.

Our organization actively uses digital marketing tools (e.g., social media, email).

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	31	27.9	27.9	37.8
Disagree	13	11.7	11.7	49.5
Neutral	20	18.0	18.0	67.6
Strongly agree	19	17.1	17.1	84.7
Strongly disagree	17	15.3	15.3	100.0
Total	100	100.0	100.0	

75 participants agreed that their businesses used customer relationship management to maintain a strong working relationship with their customers. This helps promote sales increase while allowing CRM agents to communicate effectively with customers to address their queries and concerns.

We use CRM (Customer Relationship Management) tools to manage client relationships.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	45	40.5	40.5	50.5
Disagree	4	3.6	3.6	54.1
Neutral	15	13.5	13.5	67.6
Strongly agree	30	27.0	27.0	94.6
Strongly disagree	6	5.4	5.4	100.0
Total	100	100.0	100.0	

71 respondents agreed that their organization is using business intelligence platforms to enhance decision-making. With the aid of data analytics, the mechanism has helped insurance broker companies to harness data to mitigate future risks and make sustainable decisions.

The use of digital documentation portals has improved operational efficiency.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	48	43.2	43.2	53.2
Disagree	3	2.7	2.7	55.9
Neutral	20	18.0	18.0	73.9
Strongly agree	23	20.7	20.7	94.6
Strongly disagree	6	5.4	5.4	100.0
Total	100	100.0	100.0	

71 participants responded in agreement that digital documentation portals have allowed insurance broker companies to increase their operational efficiency. Many organized web portals help brokers and partners/agents look into information regarding insurance policies and assess the status of clients' applications.

Seventy respondents agreed that client self-service portals assisted in increasing the customer satisfaction rate. Client self-service portals allow clients to self-manage insurance-oriented wishes. Clients have accessibility, 24/7, to see the status of their policy and view their billions of pieces of information.

Client self-service portals have enhanced customer satisfaction.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	39	35.1	35.1	45.0
Disagree	6	5.4	5.4	50.5
Neutral	16	14.4	14.4	64.9
Strongly agree	31	27.9	27.9	92.8
Strongly disagree	8	7.2	7.2	100.0
Total	100	100.0	100.0	

Digital marketing initiatives have increased our company's market share.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	31	27.9	27.9	37.8
Disagree	13	11.7	11.7	49.5
Neutral	20	18.0	18.0	67.6
Strongly agree	19	17.1	17.1	84.7
Strongly disagree	17	15.3	15.3	100.0
Total	100	100.0	100.0	

Fifty participants acknowledged that engaging in digital marketing activities has allowed them increased their market share margins. Digital promotional campaigns are an effective way to attract potential clients to insurance services, which support the improvement of ROI by insurance broker companies.

Digital solutions have improved our overall profitability.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	45	40.5	40.5	50.5
Disagree	5	4.5	4.5	55.0
Neutral	18	16.2	16.2	71.2
Strongly agree	25	22.5	22.5	93.7
Strongly disagree	7	6.3	6.3	100.0
Total	100	100.0	100.0	

Seventy participants responded 'agree' that through digitalization, the company has increased its profits. Business digitized communication channels can effectively manage their relationships with clients, enabling insurance brokerage companies to respond to customer queries and ultimately increase customer satisfaction rates.

Automation has reduced employee workload in our organization.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	44	39.6	39.6	49.5
Disagree	12	10.8	10.8	60.4
Neutral	15	13.5	13.5	73.9
Strongly agree	24	21.6	21.6	95.5
Strongly disagree	5	4.5	4.5	100.0
Total	100	100.0	100.0	

68 respondents agreed that digital automation alleviated the increased workload of employees in their organization. Executives in insurance view a decrease in the costs associated with operations that employ digital tools. The workforce efficiency is equitized using digital transformation.

Digital tools have improved customer trust and experience.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	43	38.7	38.7	48.6
Disagree	6	5.4	5.4	54.1
Neutral	15	13.5	13.5	67.6
Strongly agree	31	27.9	27.9	95.5
Strongly disagree	5	4.5	4.5	100.0
Total	100	100.0	100.0	

74 participants strongly agreed that insurance broker agencies genuinely increased their customer experience by increasing digital technologies. In addition to improving communication through digital self-service methods, along with traditional forms of communication, it has shaped a high congruency high customer trust in the agency.

The integration of AI, IoT, or other InsurTech innovations has enhanced our service delivery.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	50	45.0	45.0	55.0
Disagree	2	1.8	1.8	56.8
Neutral	15	13.5	13.5	70.3
Strongly agree	29	26.1	26.1	96.4
Strongly disagree	4	3.6	3.6	100.0
Total	100	100.0	100.0	

Increased service delivery was achieved through the successful leverage of phased AI innovations by insurance brokers. 79 participants responded in agreement with their company providing timely services by implying IOT methods.

Our digital initiatives have improved compliance with insurance regulations.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	41	36.9	36.9	46.8
Disagree	4	3.6	3.6	50.5
Neutral	16	14.4	14.4	64.9
Strongly agree	34	30.6	30.6	95.5
Strongly disagree	5	4.5	4.5	100.0
Total	100	100.0	100.0	

75 respondents indicated in agreement that their companies' digital initiatives helped improve their compliance practices. Not only did insurance broker companies use digital tools to support compliance, but they also maintained timely reporting and audit readiness.

Overall, our business performance has improved due to digital transformation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	45	40.5	40.5	50.5
Disagree	4	3.6	3.6	54.1
Neutral	15	13.5	13.5	67.6
Strongly agree	30	27.0	27.0	94.6
Strongly disagree	6	5.4	5.4	100.0
Total	100	100.0	100.0	

Respondents who agreed on similar assertions from the 75 participants reported that their business performance was enhanced by a digital restructuring mechanism. Issues with their operations can be simplified to include insurance broker companies and good backing.

Our employees are resistant to adopting new digital technologies

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	49	44.1	44.1	54.1
Disagree	4	3.6	3.6	57.7
Neutral	14	12.6	12.6	70.3
Strongly agree	22	19.8	19.8	90.1
Strongly disagree	11	9.9	9.9	100.0
Total	100	100.0	100.0	

Digital CRM results in better service to clients. It is also noted that a sustainable relationship with clients can be achieved with customer relationship management tools.

71 participants agreed that their company employees were more resistant to digital innovations made in operations. It is noticed that insurance broker firms are gradually changing their business processes toward a digital approach; however, in addition to the skill gaps that ultimately, in the long run, have created challenges to employees' acceptance of new digital technologies.

There is a shortage of technical expertise in our organization for digital implementation.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	48	43.2	43.2	53.2
Disagree	3	2.7	2.7	55.9
Neutral	20	18.0	18.0	73.9
Strongly agree	23	20.7	20.7	94.6
Strongly disagree	6	5.4	5.4	100.0
Total	100	100.0	100.0	

The larger digital skill gap identified in insurance broker organizations has made it more difficult to implement digital solutions. 71 participants replied that their organization is facing a technical resource gap, which makes it difficult for them to move on to digital solutions.

For many insurance broker firms in Saudi Arabia, the cost of adopting digital tools is the main challenge which has caused difficulty. Seventy participants replied that their company's operational cost challenges made it difficult for them to integrate digital tools during operations.

The cost of digital transformation is a significant challenge for our company.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	39	35.1	35.1	45.0
Disagree	6	5.4	5.4	50.5
Neutral	16	14.4	14.4	64.9
Strongly agree	31	27.9	27.9	92.8
Strongly disagree	8	7.2	7.2	100.0
Total	100	100.0	100.0	

Cybersecurity concerns are a major barrier to digital adoption in our business.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	31	27.9	27.9	37.8
Disagree	13	11.7	11.7	49.5
Neutral	20	18.0	18.0	67.6
Strongly agree	19	17.1	17.1	84.7
Strongly disagree	17	15.3	15.3	100.0
Total	100	100.0	100.0	

Cyber-security breaches are viewed as potential exposure for business broker companies that have not adopted digital components in their business processes. Fifty participants replied that their company had significant cyber-security risks due to a lack of digital adoption.

Inadequate training is limiting the effective use of digital tools.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	45	40.5	40.5	50.5
Disagree	5	4.5	4.5	55.0
Neutral	18	16.2	16.2	71.2
Strongly agree	25	22.5	22.5	93.7
Strongly disagree	7	6.3	6.3	100.0
Total	100	100.0	100.0	

It costs money for small-sized insurance broker companies to have good training and, therefore, they were implementing poor training practices, which makes it very difficult for the sustainable use of digital tools. Overall, 70 participants stated that the lack of adoption towards digital technologies was due to a lack of skills and lower digital expertise in the staff.

We face difficulty in integrating new digital platforms with our legacy systems.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	44	39.6	39.6	49.5
Disagree	12	10.8	10.8	60.4
Neutral	15	13.5	13.5	73.9
Strongly agree	24	21.6	21.6	95.5
Strongly disagree	5	4.5	4.5	100.0
Total	100	100.0	100.0	

Many insurance broker businesses are inhibited by the limitations of their outdated legacy systems, which cause ineffective output. Implementing new digital platforms creates a challenge for these companies because of their over-reliance on traditional software. 68 replies agreed that the integration of digital tools is a complicated task for insurance-broker firms.

Regulatory support in Saudi Arabia encourages digital adoption in insurance.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	43	38.7	38.7	48.6
Disagree	6	5.4	5.4	54.1
Neutral	15	13.5	13.5	67.6
Strongly agree	31	27.9	27.9	95.5
Strongly disagree	5	4.5	4.5	100.0
Total	100	100.0	100.0	

74 participants replied in agree that by regulatory support from Saudi Arabia’s government would help in improving digital adoption at insurance broker companies.

There are clear business opportunities in adopting emerging digital technologies.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	50	45.0	45.0	55.0
Disagree	2	1.8	1.8	56.8
Neutral	15	13.5	13.5	70.3
Strongly agree	29	26.1	26.1	96.4
Strongly disagree	4	3.6	3.6	100.0
Total	100	100.0	100.0	

79 participants replied in agree that for insurance broker companies there are clear set of business growth opportunities with integration of digital technologies.

Our company has a dedicated team or department responsible for digital innovation

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
Agree	41	36.9	36.9	46.8
Disagree	4	3.6	3.6	50.5
Neutral	16	14.4	14.4	64.9
Strongly agree	34	30.6	30.6	95.5
Strongly disagree	5	4.5	4.5	100.0
Total	100	100.0	100.0	

75 participants replied in agree that their organization has a dedicated team of individuals whom are well-trained in handling digital innovation at operations.

**Discussion**

**Critique of the Findings as Compared to the Models and Concepts**

TAM, SERVQUAL dimensions of service quality, institutional theory, and readiness for digital transformation in an organization. According to the qualitative data and the current research, we observe how digitalization impacts insurance service delivery in Saudi Arabia, how all stakeholders experience the process, and how this sector meets advanced national visions and values.

**SERVQUAL Model Discussion:**

The SERVQUAL model results of this study provide a mixed picture. While reliability and responsiveness scored high among respondents (see Table 5.3), many customers reported dissatisfaction with empathy and personalization. This supports the observation of Participant 3, who stated, “Clients feel like they’re talking to a system, not a person.”

These results echo the findings of (Yaseen et al. 2018), who find similar service gaps in technology-enabled financial services in the Middle East. The inability of digital systems to emulate human understanding and cultural nuances is a common challenge.

In a TAM introduction, stated that two key variables (PU and PEOU) determine whether an individual would adopt a technology. Specifically, scholars have discovered that this model

applies to research user behavior within the Saudi insurance segment. Based on the statistics, customers in Saudi Arabia who have insurance will use digital solutions, especially when they feel that they can simplify and make it easier to manage updates, claims, and normal communication with insurance firms.

Like in our study, usability also mattered to adoption, and the level of importance given to privacy and security did as well [17]. Farzin et al. also mention that the concepts of perceived risk and technological self-efficacy also apply to the Saudi insurance scenario in terms of fitting the TAM [18]. These findings indicate that data misuse and fraud can be one of the factors that prevents people from using new technology. Thus, trust should be developed to encourage more users to operate the system.

In addition, locations with mobile phones and a high number of individuals familiar with using the Internet focus on PEOU. Found that ease of use plays a prominent role in constructing the impact that digital tools have on staff motivation, and by extension, it would be safe to assume that ease of use has a similar effect on customers; that is, the more accessible the interface, the higher the customer satisfaction rate and level of customer engagement [19].

### **SERVQUAL Dimensions and Service Quality in a Digital Landscape**

Based on the five dimensions of service quality (i.e., tangibles, reliability, responsiveness, assurance, and empathy), SERVQUAL is defined. The migration to digital technology has benefited from how insurance is carried out in Saudi Arabia. Technology has enabled the consistency of the same services, as well as simplifying them and making them easier to comprehend.

### **TAM Model Discussion**

The Technology Acceptance Model (TAM) remains applicable for explaining user behavior. Perceived ease of use was supported by 67% of the respondents who favored mobile-friendly systems. However, perceived usefulness was lower, especially among older users, who noted the limited applicability of the tools to their work context.

As Participant 6 observed, “I don’t see how this system saves me time—it’s more work.” This indicates a gap in user training and system relevance, suggesting that adoption barriers extend beyond basic usability.

Nonetheless, empathizing with and being sensitive is usually a sensitive issue among companies. Things become efficient due to automation and AI, but when you go to a branch, you know that person, that transaction is personal, and somehow emotional. As explained, digital tools would not only minimize the expenses of an operation but also eliminate the personal touch required in niche industries, such as insurance. Divides the level to which customers are satisfied with the fintech in Saudi banks to be engaged and personally assisted. Due to this fact, despite money saving, with the help of digital tools, it is also worth being concerned about people and keeping them at the top of the list. Going as claim that making significant alterations to digital practices too quickly may injure less experienced companies if they undermine the quality relationships with their customers [4,8,20].

### **Institutional Theory**

According to institutional theory, organizations struggle to achieve legitimacy and existence by adopting regulatory, competitive, and professional norms. They demonstrated how Saudi insurers deal with every variation of fraud, customer behavior, and laws.

Companies are implementing regulations of the Insurance Authority under the most pressure, as the latter has encouraged better digital structures to develop the country. Other smaller firms have implemented successful digital strategies used by early implementers, such as Tawuniya and Bupa Arabia, because they desired their firm’s reputation to be equal to them. Companies are advised to design and prepare their digital transformation based on the example of the industry and enable employees to improve their new sets of skills.

The study by is conducted in accordance with institutional theory in terms of sustainability goals being seized by various types of companies in the same way that the companies are becoming digital [21]. The authors demonstrated that digital adoption is not only a way to increase efficiency, but also enhance transparency and better environmental performance, making a business more legitimate.

In addition, the two authors discussed the fact that rivalry among companies results in uniform practices in intensely regulated sectors. As rules play a significant role in Saudi Arabia, both statesmen and companies find it difficult to ensure that they act according to national regulations as well as prayer patterns according to Sharia.

### **Change Management and Organization Readiness**

Digital transformation refers to making progress both in technology and in terms of organizational culture and management. Leadership support, coping with change, favorable digital systems, and employee skills were evident during the analysis.

### **Contextual and Cultural Analysis**

A key contextual theme that emerged was the necessity of aligning digital transformation with cultural and Shariah compliant practices. Several participants emphasized that new platforms must accommodate Islamic finance principles, such as transparent and non-interest-based contract systems.

For example, Participant 1 noted, “We have to make sure everything complies with Shariah law. Sometimes the new tech doesn’t consider this, and we must manually intervene.”

This reflects a limitation in Western-centric transformation frameworks, which often overlook the regulatory nuances specific to Islamic economies. Therefore, any digital adoption strategy in the Saudi insurance sector must integrate compliance features that respect local cultural and legal framework.

According to one way to evaluate the success of digital transformation is to measure the outcomes and align the stakeholders in this process with significant input. In their model, there is a need to install new systems, but workers should also learn, accept, and fully utilize the technologies [7].

The research has found that the application of training, straightforward message-sending avenues, and flexibility in routines ensures that firms prosper in change ventures. Also notes that management accountants play a new and significant role in the digital transformation process. Moreover, firms need to ensure that their digital architecture demonstrates Islamic moral values that complicate the preparation process [22].

### **Satisfaction of the Customers, Trust, and Feedback Channels**

Customer satisfaction is considered a significant indicator of good transformation. States that the quality of fintech services is directly connected to the enjoyment that customers acquire and the willingness to use those services again. Similar to physical insurance, digital services perform better when they provide explicit claims information, real-time updates, and convenience.

Satisfaction must be quantified at all times and connected with feedback mechanisms that can improve over time. During the same year, Albasheir emphasized that a quick IT response is essential to high-risk organizations. An analysis of data and client reviews in Saudi Arabia was conducted by the companies involved to enhance their customer service and realize the areas where their digital procedures require reinforcement.

Claims that sustainable fintech improvement requires customer experience enrichment as one of the actions in the big plan of a company [1]. This implies that satisfaction depends on expectations and consequently provides information to firms so that they can enhance services and customize new interactions.

### **Models Integration: A Multidimensional Integration**

The critical observation is that no theoretical framework fully describes the issue of digital transformation in Saudi insurance. Instead, it would be more effective to employ a combination of other approaches.

For example, TAM contributes to the understanding of the actions of individuals, but it does not consider inertia in organizations as inertia in cultures. SERVQUAL is capable of quantifying the quality of service but does not consider laws or institutional regulations. Institutional theory provides good insights regarding top-down impacts, yet it lacks the ground aspect insights of the users of the concerned institutions.

Thus, TAM, SERVQUAL, institutional theory, and organizational readiness should be mixed. Thus, practitioners and researchers can realize that transformation occurs throughout time under the influence of technology, culture, regulations, and services.

Support the idea that combining various theories is employed to conduct qualitative research on the learning of social and institutional factors. This is particularly so in the GCC, as there exists a connection between the political, economic, and religious systems of the country and the private sector [23].

### **Summary**

Adhering to the SERVQUAL framework, the following was revealed: there was the growth of tangibles and reliability throughout the process of digital transformation, but responsiveness and empathy had issues, as revealed by [4,8].

The explanation of digital adoption would also have been far-fetched without the use of institutional theory, given that it helped identify the influence of such pressures in Vision 2030 and reforms. The preparedness of an organization to experience transformation was notable and facilitated in the framework by [7]. As noted by the participants of the study, the principles of Takaful and Sharia are highly relevant to customer satisfaction with the product and its ability to elicit customer trust, which is also supported by the findings mentioned by [2, 24].

This is highlighted in the text that customer satisfaction is not only a barometer of digital success, but also a feedback system. To attain compliance and data security, it is advisable that a firm involves a strategic mix of automation and personalization to enhance satisfaction. It was even established in the discussion that no single theory could explain the dynamics of digital transformation in this light. An integrated theoretical framework provides a more comprehensive explanation of digital transformation in the Saudi insurance context as no single theory fully captures its complexity. Indeed, this has been highlighted when customer satisfaction was collected as an indicator of digital success and working as a continuous feedback mechanism. To ensure compliance, data security, and an increased level of satisfaction, companies would have to think through the right combination of automation and personalization.

Finally, the same discussion also expounded that there is no single theory that could encompass all processes of digital transformation in this context. The combination of theoretical models would likely provide one of the most viable and situational approaches to the understanding and management of the digital transformation of the insurance industry in Saudi Arabia.

### **Managerial Implications**

This study's findings have several important implications for insurance brokerage firms. First, organizations should prioritize investments in digital infrastructure to enhance operational efficiency and customer engagement. Second, employee training and change management strategies are essential to overcoming resistance and ensuring the successful implementation of digital initiatives.

Cybersecurity planning must be integrated into digital transformation strategies to address increasing data privacy concerns. Finally, collaboration with regulatory bodies and alignment with national initiatives such as Saudi Vision 2030 can support sustainable digital transformation within the sector.

### **Conclusion**

This study examines the impact of digital transformation strategies on the business performance of insurance brokerage firms in Saudi Arabia, with a specific focus on mid-sized brokerage firms. These findings demonstrate that digital transformation significantly improves operational efficiency, service delivery, and regulatory compliance.

The results also indicate that while digital tools enhance customer satisfaction, factors such as trust, personalization, and alignment with Takaful's principles remain critical in shaping

customer experience. Additionally, this study identifies key barriers to digital adoption, including employee resistance, limited technical expertise, cybersecurity concerns, and resource constraints.

The integration of the (TAM), SERVQUAL, and institutional theory provides a comprehensive framework for understanding digital transformation in this context, highlighting the combined influence of technology, organizational readiness, and external regulatory pressures [25-67].

### Recommendations

Based on the findings, it is recommended that insurance brokers adopt cloud-based CRM platforms with mobile compatibility, as 63% of the survey participants indicated that client communication is primarily handled via smartphones.

In addition, digital tools should be tailored to enhance personalization, such as automated client follow-up and real-time service updates. Organizations must also establish internal training programs to reduce resistance to digital tools, a recurring barrier identified through both survey responses and interviews.

Furthermore, platforms must be evaluated for Shariah compliance features, ensuring that financial and contractual processes align with Islamic legal principles, an important concern raised by several participants.

The findings of this study cannot be easily generalized to other insurance companies because the analysis revolves around one Insurance Broker. Although it is a standard middle-level broker, its frameworks might not be as similar as they are in the market in the area. Since there is a rapid change in regulation as well as technology, the findings of this study can be easily substituted, indicating that subsequent studies should consider how things are transforming over time.

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