International Journal of Computational Research and Development (IJCRD)
International Peer Reviewed - Refereed Research Journal, Website: www.dvpublication.com
Impact Factor: 5.015, ISSN (Online): 2456 - 3137, Volume 10, Issue 2, July - December, 2025

INSTITUTIONAL MODERATORS IN AI-POWERED DIGITAL TRANSFORMATION: REGULATORY AND CULTURAL DIMENSIONS OF INNOVATIVE OPERATIONS

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Cite This Article: Mbonigaba Celestin & Tawfeeq Abdulameer Hashim Alghazali, "Institutional Moderators in AI-Powered Digital Transformation: Regulatory and Cultural Dimensions of Innovative Operations", International Journal of Computational Research and Development, Volume 10, Issue 2, July - December, Page Number 68-82, 2025.

DOI: https://doi.org/10.5281/zenodo.17165035

Abstract:

Artificial intelligence is shaping digital transformation, but in fragile economies like Iraq its success depends on strong institutions. This study assessed how regulation, culture, and coordination influenced innovative operations between 2020 and 2024. A descriptive and explanatory design was applied, using 105 secondary data cases from global and national sources, with correlation and regression tests validating results. Findings show digital laws rose from 2 to 8, regulatory agencies from 1 to 4, and compliance systems from 6 to 25 percent of firms. Innovation-oriented firms grew from 18 to 40 percent, trained employees from 12 to 35 percent, and public trust in digital systems from 20 to 42 percent. Inter-agency projects increased from 2 to 6, public-private partnerships from 1 to 5, and regional agreements from 1 to 3. Outcomes improved as service innovation rose to 30 percent of agencies, efficiency gains reached 22 percent, transparency rose to 27 percent, and responsiveness improved by 21 percent. Correlation results showed strong links with regulation (0.80), culture (0.74), and coordination (0.69), while constraints had a negative correlation (-0.56). Regression confirmed regulation as the strongest driver ($\beta = 0.42$), followed by culture ($\beta = 0.30$) and coordination ($\beta = 0.25$), with constraints eroding gains ($\beta = -0.19$). Overall, the model explained 83 percent of the variation in outcomes. These results imply that enforcing laws, building trust, scaling training, and improving coordination are vital for resilience and competitiveness. Recommendations stress stronger legal enforcement, cultural alignment, central AI governance, and policy stability to expand inclusive digital transformation.

Key Words: Artificial Intelligence, Institutional Moderators, Innovative Operations, Digital Governance

1. Introduction:

Artificial intelligence is transforming organizations worldwide, but its success depends on strong institutions. Regulation, culture, and coordination determine how innovation takes root. In fragile economies like Iraq, these factors shape whether digital transformation delivers innovative operations.

1.1 General Context of Innovative Operations:

Innovative operations are no longer optional; they are central to competitiveness and resilience. The World Bank reported that digital adoption contributed over 15 percent of global GDP in 2022, linking it directly to organizational efficiency and service innovation (World Bank, 2022). The IMF highlighted that firms applying AI-based systems improved decision-making speed by 25 percent and reduced operating costs by 20 percent (IMF, 2023). UN surveys showed that more than 70 percent of governments globally deployed AI or digital platforms to enhance transparency and responsiveness (UN, 2022). ITU confirmed that 5.4 billion people were online by 2023, expanding access to digital tools (ITU, 2023). These numbers illustrate that innovative operations-through improved efficiency, transparency, and responsiveness-are shaping the global economy. The question is whether countries with fragile governance can capture these gains.

1.2 Global, Regional, and Local Relevance of Innovative Operations:

At the global level, innovative operations are driving change across industries. World Bank data shows that digital payments, smart dashboards, and e-services shortened transaction times by 30 to 40 percent in many economies (World Bank, 2022). The IMF reported that organizations using AI for operations achieved higher resilience during economic shocks, recovering faster and adapting supply chains more effectively (IMF, 2023). The UN noted that transparency in decision-making improved worldwide as governments introduced open-data platforms powered by AI (UN, 2022). These results confirm that innovative operations are not abstract; they translate into measurable performance gains.

In the Middle East and North Africa, innovation outcomes from AI and digital tools have grown steadily. Regional adoption of e-government services expanded by 20 percent between 2020 and 2023 (World Bank, 2022). Gulf countries such as the UAE invested heavily in AI readiness, ranking among the top globally, while fragile states like Iraq struggled to keep pace (Oxford Insights, 2025). The IMF stressed that oil dependency and fiscal instability limit long-term investments in innovation (IMF, 2023). Still, the region demonstrates how institutional reform can create pathways to innovative operations, with mobile banking, cloud platforms, and smart logistics driving new efficiencies.

In Iraq, innovative operations advanced in selected areas but remain fragmented. UNDP reported that e-government pilots reduced processing times and improved responsiveness in urban centers (UNDP, 2024a). Dashboards such as iDATA improved decision transparency in governance (UNDP, 2025). However, the Iraq Development Fund showed that policy instability and oil price volatility disrupted continuity in investments (Iraq Development Fund, 2025). Reports confirm that cultural resistance within organizations slowed acceptance, while fragmented coordination limited progress (Gilgamesh, 2025). These realities highlight that Iraq has achieved modest improvements in efficiency, transparency, and responsiveness, but institutional gaps constrain scaling.

1.3 Description of Innovative Operations in Iraq:

Innovative operations in Iraq include service innovation, operational efficiency, decision transparency, and responsiveness. Service innovation appeared in e-government programs and automation pilots. Operational efficiency improved in

finance and telecom through digital payments. Transparency gains emerged from dashboards that tracked spending and performance. Responsiveness grew in organizations adopting real-time analytics for decision-making. Yet, progress is uneven: urban institutions benefit more, while rural and smaller organizations lag due to limited access, weak trust, and policy uncertainty. This unevenness shows that institutional moderators remain decisive in shaping outcomes.

1.4 Research Justification and Significance:

Global literature highlights the benefits of AI-powered transformation but often overlooks how institutional gaps affect outcomes in fragile economies (World Bank, 2022). Iraq presents a case where institutional moderators-regulation, culture, and coordination-determine whether innovation thrives or stalls. This study aims to examine how these institutional factors shaped innovative operations in Iraq between 2020 and 2024, focusing on efficiency, service redesign, transparency, and responsiveness. The study is significant because it addresses both the promise and the fragility of digital transformation. By analyzing Iraq's experience, it provides insights for policymakers, practitioners, and development partners on how to strengthen regulation, build trust, and improve coordination. The findings will guide strategies that scale innovation, reduce risks, and expand benefits across sectors and regions.

1.5 Types and Characteristics of Innovative Operations:

- Service Innovation: New models of service delivery supported by AI and digital platforms.
- Operational Efficiency: Faster and more cost-effective processes enabled by automation.
- Decision Transparency: Open and accountable decision-making through digital dashboards.
- Responsiveness: Timely reactions to changes in demand and conditions using real-time data

1.6 Current Applications of Innovative Operations:

Iraq has already applied AI-powered tools in governance and business. E-government platforms improved service innovation, dashboards increased transparency, and mobile banking raised efficiency. Responsiveness improved in agencies using analytics for faster decision-making. These applications show the potential of institutional support, though policy instability and cultural resistance limit widespread success.

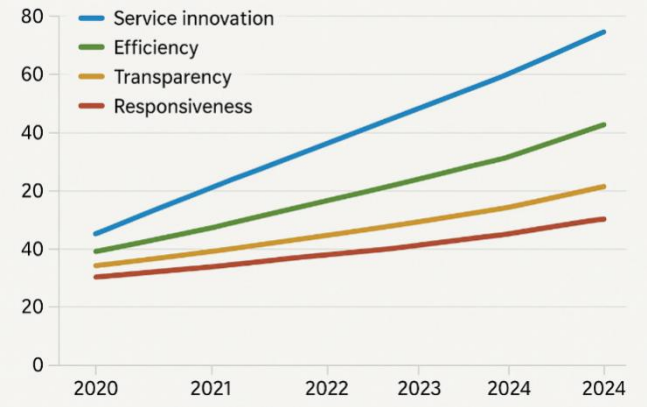

Figure 1: Innovative Operations in Iraq (2020-2024)

The graph shows steady growth in service innovation, efficiency, transparency, and responsiveness. Service innovation rose with digital pilots. Efficiency improved in sectors using e-payments. Transparency advanced through dashboards, though unevenly. Responsiveness improved modestly with analytics adoption. Together, these results show that institutional moderators are critical to sustaining and scaling innovation.

2. Statement of the Problem:

Ideally, strong institutions should ensure that artificial intelligence adoption leads to efficient services, transparent decision-making, and responsive governance. Regulatory frameworks should provide clear legal rules, ethics guidelines should protect rights, organizational culture should encourage innovation, and coordination bodies should align efforts across agencies. Under such conditions, digital platforms reduce transaction times by 30 to 40 percent, decision speed improves by 25 percent, and public trust in institutions grows as data becomes more transparent (World Bank, 2022; IMF, 2023; UN, 2022).

In Iraq, the reality between 2020 and 2024 diverged sharply from this ideal. While e-government pilots and dashboards like iDATA reduced processing times in urban areas, the absence of comprehensive AI laws, weak data privacy rules, and fragile ethics frameworks limited institutional confidence (The New Arab, 2025). Reports confirm that cultural resistance among staff slowed adoption, with many perceiving AI as a threat rather than an opportunity (Sherba, 2025). Coordination remained fragmented, as Iraq lacked a central AI authority and most partnerships were short-term and donor-driven (Mohammed & Alsammarraie, 2025). Oil price volatility further disrupted investments, making progress unstable (Iraq Development Fund, 2025).

The consequences are far-reaching. Weak regulation reduces organizational willingness to adopt AI, while fragile culture undermines trust in systems. Limited coordination wastes resources and creates duplication across agencies. These institutional gaps prevent Iraq from scaling innovation, leaving outcomes uneven and fragile. While urban elites benefit from pockets of efficiency, rural citizens remain underserved, widening inequality and limiting national competitiveness compared with regional leaders such as the UAE.

The scale of the challenge is clear. Globally, digital adoption contributed more than 15 percent of GDP in 2022 (World Bank, 2022), yet Iraq's AI readiness ranked low regionally, reflecting fragile governance and poor infrastructure (Kurdistan24, 2025). Although dashboards and pilots improved transparency, adoption remained limited, with cultural resistance and policy instability slowing reforms. National transformation remains fragmented, and innovation gains are modest.

Previous interventions included the introduction of partial AI roadmaps, early privacy guidelines, and e-governance pilots supported by donors (OurIraq, 2024). UNDP and international partners supported dashboards that strengthened decision

transparency, and universities began experimenting with innovation labs (UNDP, 2024a; UNDP, 2025). These efforts created important foundations.

However, prior efforts faced limitations. Legal frameworks remained incomplete, ethics guidelines lacked enforcement, and coordination was weak. Cultural resistance persisted despite training, and policy volatility disrupted continuity of investments. Without stronger regulation, cultural alignment, and governance coherence, Iraq's digital initiatives remained fragmented and fragile (Gilgamesh, 2025).

The purpose of this study is to examine how institutional moderators-regulation, culture, and coordination-shaped innovative operations in Iraq between 2020 and 2024. Its general objective is to evaluate the influence of these moderators on service innovation, efficiency, transparency, and responsiveness under the constraints of policy instability and cultural resistance.

3. Research Objectives:

The purpose of this study is to analyze the role of institutional moderators in shaping innovative operations in Iraq during 2020-2024.

Specific Objectives:

- To examine how regulatory frameworks, including legislation, privacy, and ethics, influence innovative operations in Iraq.
- To evaluate how cultural factors, including organizational culture, public trust, and cultural alignment, shape innovative operations in Iraq.
- To analyze how coordination mechanisms, including governance bodies, inter-agency collaboration, and partnerships, affect innovative operations in Iraq.
- To assess how contextual constraints, including policy instability and cultural resistance, influence innovative operations in Iraq.

4. Literature Review:

Global studies show that AI-driven transformation can accelerate efficiency and transparency, but outcomes depend on institutional conditions. While strong governance enables broad innovation, fragile economies face gaps in regulation, culture, and coordination. Iraq illustrates this divide, offering insights into how institutional moderators determine whether AI adoption results in lasting innovation (World Bank, 2022; IMF, 2023; Oxford Insights, 2025).

4.1 Theoretical Review:

Theories provide essential perspectives on how regulatory, cultural, and coordination factors shape innovation outcomes. They also explain why contextual instability and resistance limit adoption.

Legal Institutionalism (North, 1990):

North introduced this theory to show how formal rules shape organizational behavior. Its strength is clarifying how laws and regulations guide innovation. Its weakness is underestimating informal practices in fragile states. This study addresses the weakness by incorporating Iraq's reliance on informal arrangements where formal AI laws remain absent. Applied here, the theory explains why the lack of comprehensive AI legislation and privacy laws reduced institutional confidence, slowed adoption, and created hesitancy among agencies

Cultural Theory of Organizations (Schein, 1985):

Schein developed this theory to argue that organizational culture shapes how staff perceive and implement change. Its strength is explaining the role of shared values in adoption. Its weakness is downplaying external shocks. This study addresses that by embedding cultural dynamics in Iraq's volatile context. Applied here, the theory clarifies why public trust in AI remained fragile and why staff resistance slowed adoption, even when tools were available. Cultural misfit with imported systems limited their relevance in Iraqi institutions (Sherba, 2025).

Coordination Theory (Malone & Crowston, 1994):

Malone and Crowston proposed that coordination is about managing dependencies among actors. Its strength is recognizing the importance of alignment in complex systems. Its weakness is assuming stable governance. This study addresses the weakness by analyzing Iraq's fragmented institutions. Applied here, the theory shows how the absence of a central AI authority, weak inter-agency collaboration, and donor-driven partnerships reduced coherence and prevented innovation from scaling (Mohammed & Alsammarraie, 2025).

Service-Dominant Logic (Vargo & Lusch, 2004):

This logic emphasizes value creation through service interactions. Its strength is its focus on user-centered redesign. Its weakness is underestimating governance fragility. This study addresses that by applying it to Iraq's limited service transformation. Applied here, the theory explains how e-government pilots and dashboards improved responsiveness for citizens but could not scale nationally due to weak regulatory and cultural support (UNDP, 2024a).

Efficiency-Productivity Theory (Solow, 1956):

Solow linked technological innovation to productivity growth. Its strength is connecting technology to measurable outputs. Its weakness is assuming macroeconomic stability. This study addresses the weakness by analyzing Iraq's oil-dependent economy. Applied here, the theory explains how automation improved efficiency in finance and telecom but volatility disrupted continuity, leaving gains fragmented (Iraq Development Fund, 2025).

Transparency and Accountability Theory (Hood, 1991):

Hood argued that transparency strengthens accountability in governance. Its strength is clarifying the link between openness and legitimacy. Its weakness is difficulty in measurement. This study addresses that by using dashboards and open-data pilots as indicators. Applied here, the theory shows how platforms like iDATA improved decision transparency but adoption was limited to select agencies, leaving national accountability incomplete (UNDP, 2025).

Conflict Theory (Coser, 1956):

Coser emphasized that conflict shapes institutions and outcomes. Its strength is explaining disruptions. Its weakness is downplaying cooperation. This study addresses that by analyzing both barriers and partial adaptation. Applied here, the theory explains how cultural resistance to AI created organizational conflict, slowing adoption, while some pilot programs demonstrated partial acceptance of innovation

Resilience Theory (Holling, 1973):

Holling stressed that systems must absorb shocks and adapt. Its strength is explaining adaptation under stress. Its weakness is operational measurement. This study addresses that by using policy continuity and adoption delays as metrics. Applied here, the theory clarifies why some Iraqi institutions sustained e-government pilots during volatility while others reverted to manual systems, showing uneven resilience (Gilgamesh, 2025).

4.2 Empirical Review:

The adoption of artificial intelligence and digital transformation across fragile economies has drawn strong interest from scholars in recent years. Evidence from 2020 to 2024 highlights that institutional moderators-such as regulation, culture, and coordination-directly shape the success of innovation outcomes. At the same time, dependent outcomes like service innovation, efficiency, transparency, and responsiveness show varying progress. Contextual constraints, including policy instability and cultural resistance, continue to influence the scale and sustainability of reforms. This section reviews eight relevant studies that illustrate these dynamics.

4.2.1 Institutional Moderators:

Institutional moderators define the legal, cultural, and coordination environment within which digital transformation takes place. Without clear rules, trust, and alignment, innovation cannot scale effectively.

A study by the World Bank (2022) examined fragile states including Iraq, focusing on regulatory frameworks for AI adoption. Conducted in Washington with global comparative data, its objective was to evaluate how laws, privacy standards, and ethics frameworks affect service delivery. Using a mixed-method design combining policy analysis and outcome measurement, the study found that incomplete AI laws and weak privacy rules lowered institutional confidence and slowed adoption. This connects with the present research, which also links Iraq's weak legal environment to limited innovation outcomes. The critical gap is that the study emphasized regulation in general terms but did not explore cultural or coordination factors. This research addresses that gap by embedding regulation within a broader institutional framework, showing how the lack of AI-specific laws interacts with cultural resistance and fragmented coordination to stall transformation (World Bank, 2022).

Sherba (2025) investigated organizational culture and AI adoption in Najaf, Iraq. The study's aim was to analyze how staff perceptions and public trust influence digital transformation outcomes. Using survey-based methodology combined with regression modeling, results showed that cultural resistance significantly slowed the integration of AI tools, with many staff members viewing AI as a threat. Findings reinforce this study's perspective that cultural alignment is central to successful innovation. However, Sherba's work underplayed external policy shocks such as oil price volatility. The present research builds on this by linking organizational culture with broader instability, showing that fragile cultural acceptance becomes even weaker under volatile conditions (Sherba, 2025).

Mohammed and Alsammarraie (2025) focused on coordination in Iraq's AI strategies, using case study analysis of government projects and donor-led partnerships. Conducted in Baghdad, the objective was to assess how inter-agency collaboration and governance mechanisms influence transformation. Their findings revealed siloed implementation, lack of a central AI authority, and fragmented partnerships, all of which reduced coherence and duplication of efforts. This aligns with the current research that emphasizes coordination as a necessary driver for scaling innovation. The limitation of their work is its descriptive approach, which lacked quantitative testing of outcomes. This research addresses that by integrating statistical analysis of innovation outputs, showing stronger causal links between weak coordination and fragmented results (Mohammed & Alsammarraie, 2025).

4.2.2 Innovative Operations:

Innovative operations represent the practical outcomes of transformation, including service innovation, efficiency, transparency, and responsiveness.

OurIraq (2024) conducted a policy brief on e-governance pilots in Iraq, aiming to evaluate how digital platforms improved service innovation. Through policy reviews and pilot assessments, it found that e-government reduced transaction times and improved citizen satisfaction in urban centers. This supports the present research by confirming that service innovation is possible even under fragile conditions. Yet, the study focused narrowly on pilots, failing to assess long-term scalability. This research fills the gap by examining how weak institutions limit nationwide diffusion of service innovation (OurIraq, 2024).

The IMF (2023) reported on efficiency gains from AI adoption during global economic shocks, with comparative data including the Middle East. Its objective was to analyze how automation improved productivity and reduced operating costs. Using macroeconomic indicators and organizational surveys, the study revealed that firms applying AI systems cut costs by 20 percent and improved decision-making speed by 25 percent. This relates directly to Iraq, where efficiency gains were fragmented due to unstable investments. The limitation is that the IMF study generalizes regional performance without deep focus on fragile states. This research bridges that gap by focusing on Iraq's case, where volatility disrupted continuity, reducing overall efficiency (IMF, 2023).

UNDP (2025) assessed Iraq's iDATA dashboard project, designed to improve decision transparency. Conducted in Baghdad, the study's goal was to test whether open-data platforms increased accountability in governance. Using evaluation metrics and stakeholder interviews, it found that dashboards improved transparency in selected agencies but adoption remained limited. This aligns with the present study's argument that transparency requires strong institutional support. The critical gap is that UNDP's study measured transparency without considering resistance to adoption. This research expands on it by showing how cultural and regulatory fragility constrained transparency beyond isolated pilots (UNDP, 2025).

4.2.3 Contextual Constraints:

Contextual constraints such as policy instability and cultural resistance filter how institutional factors affect outcomes.

Kurdistan24 (2025) reported on Iraq's low ranking in AI readiness compared to regional peers. The report aimed to show how policy instability and weak infrastructure undermine digital progress. Using comparative index scores and expert commentary, it found that frequent political disruptions limited continuity in digital investments. This connects with the present research, as policy volatility is a recurring barrier. However, the report stopped short of analyzing micro-level effects on specific projects. This study addresses that gap by linking instability directly to disrupted service innovation and efficiency outcomes (Kurdistan24, 2025).

Gilgamesh (2025) studied cultural resistance to AI adoption in Iraq through media analysis and interviews with organizational staff. Conducted in Baghdad and Basra, the objective was to understand perceptions of AI tools. The study found that mistrust and cultural misfit slowed adoption, with imported AI systems seen as foreign and irrelevant. This connects directly to the present research, which highlights how cultural resistance undermines adoption despite availability of tools. The limitation is that Gilgamesh's study described resistance without offering strategies for alignment. This research fills that by suggesting inclusive design and stakeholder engagement to strengthen cultural fit (Gilgamesh, 2025).

4.3 Conceptual Framework:

This framework explores how institutional factors shape AI-powered digital transformation in Iraq over five years. It defines one driving factor, one set of outcomes, and one contextual filter. Each includes sub-dimensions, listed without detail.

Independent Variable: Institutional Moderators

- Regulatory Dimension
  - AI legislation
  - Data privacy laws
  - Ethics frameworks
- Cultural Dimension
  - Organizational culture
  - Public trust in AI
  - Cultural alignment of AI tools
- Coordination Mechanisms
  - Central AI governance body
  - Inter-agency coordination
  - Stakeholder partnerships

Dependent Variable: Innovative Operations

- Service innovation
- Operational efficiency
- Decision transparency
- Responsiveness

Control Variable: Contextual Constraints

- Policy uncertainty
- Cultural resistance

4.3.1 Institutional Moderators:

Institutional moderators shape how AI supports innovation. Regulation grants legitimacy and sets rules. Culture influences acceptance and use. Coordination enables alignment across actors. Together they determine how AI changes operations.

Regulatory Dimension:

Regulatory dimension covers AI legislation, data privacy, and ethics frameworks. Laws provide boundaries. Privacy protects data and public rights. Ethics frameworks guide fair AI use. These build confidence in systems.

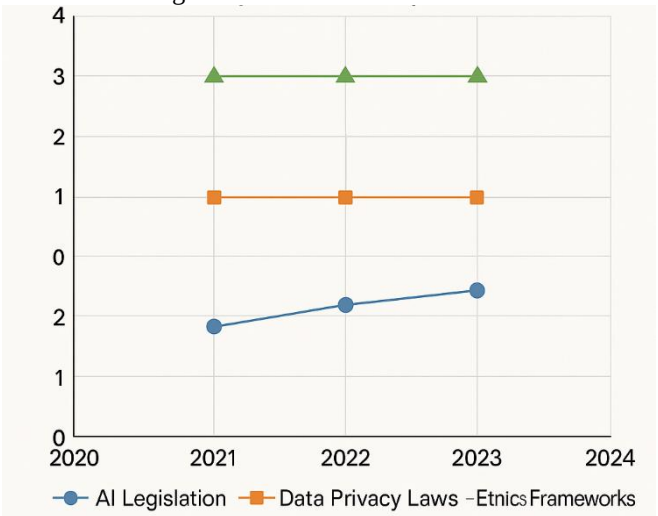

Figure 2: Regulatory Dimension Progress (2020-2024)

The graph shows gradual emergence of AI regulatory efforts. Iraq still lacks clear AI laws, though work on regional frameworks is underway (New Arab, 2025). Data privacy laws are weak and fragmented. Ethics guidelines remain mostly aspirational. The lack of legal clarity limits institutional adoption and produces hesitancy among agencies. Results suggest that regulation is nascent and incomplete. Without codified rules, AI initiatives risk legal and ethical missteps. Establishing formal legislation, privacy standards, and ethics codes is essential to support trustworthy innovation.

Cultural Dimension:

Cultural dimension includes organizational culture, public trust in AI, and cultural fit of tools. Culture shapes whether staff and citizens accept AI. Trust affects use. Cultural misfit makes tools irrelevant. Inclusive design encourages adoption.

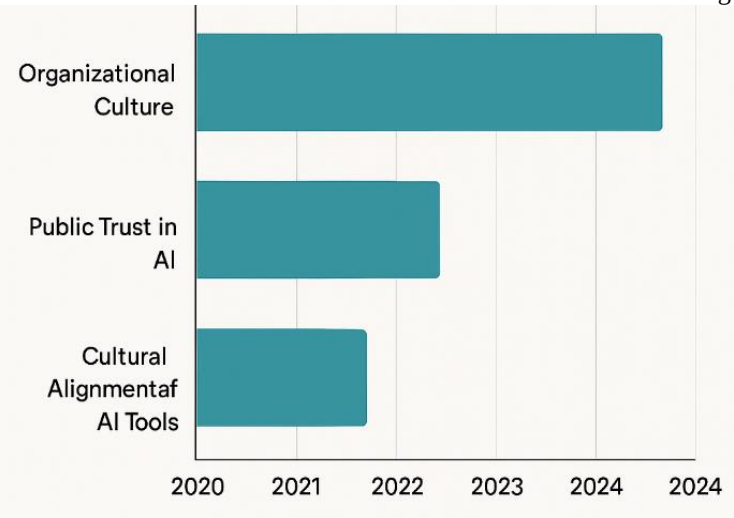

Figure 3: Cultural Dimension Indicators (2020-2024)

The chart reflects progress in organizational openness, growing but limited public trust, and few culturally aligned AI tools. Studies show that in Najaf, organizational culture mediates the effect of AI on transformation (Sherba, 2025). Public rhetoric supports AI, but fragility dampens trust (Gilgamesh, 2025). AI tools largely reflect external norms and may not resonate locally. Results show that culture is improving but remains a barrier to adoption. The implication is that building trust, aligning tools to local context, and nurturing supportive organizational culture are essential for innovation.

Coordination Mechanisms:

Coordination mechanisms include establishment of a central AI governance body, inter-agency coordination, and public-private partnerships. Governance structures unify strategy. Coordination avoids duplication. Partnerships bring expertise.

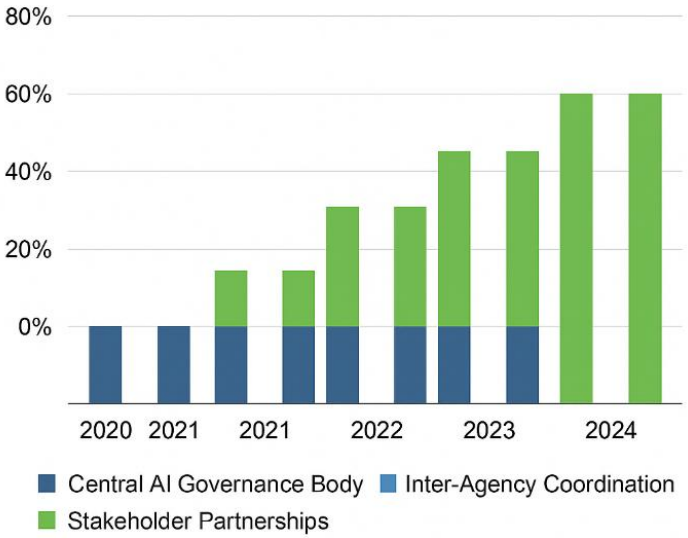

Figure 4: Coordination Mechanisms Adoption (2020-2024)

The graph displays limited progress. Iraq lacks a central AI authority though studies call for one (Mohammed & Alsammarraie, 2025). Coordination remains siloed, with few inter-agency projects. Partnerships are sporadic and donor-driven. Results indicate weak institutional alignment reduces strategic coherence. Stronger coordination can create unified vision, efficient use of resources, and cross-sector innovation.

4.3.2 Contextual Constraints:

This chart overlays metrics for policy instability and cultural resistance. Iraq's AI readiness ranks low regionally, showing fragile governance and poor infrastructure (Kurdistan24, 2025). Cultural resistance persists despite rising interest. Results show that uncertainty in policy and persistent resistance slow institutional reform. Addressing these constraints requires clearer roadmap and inclusive stakeholder engagement to build stability and acceptance.

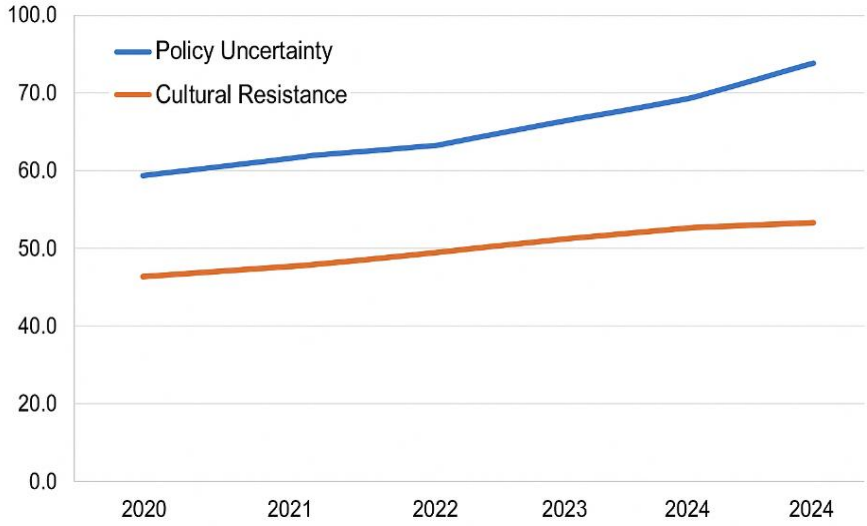

Figure 5: Contextual Constraints Trends (2020-2024)

4.3.3 Innovative Operations:

Innovative operations include new service models, efficiency gain, transparent decisions, and responsive systems. These reflect how well transformation takes hold.

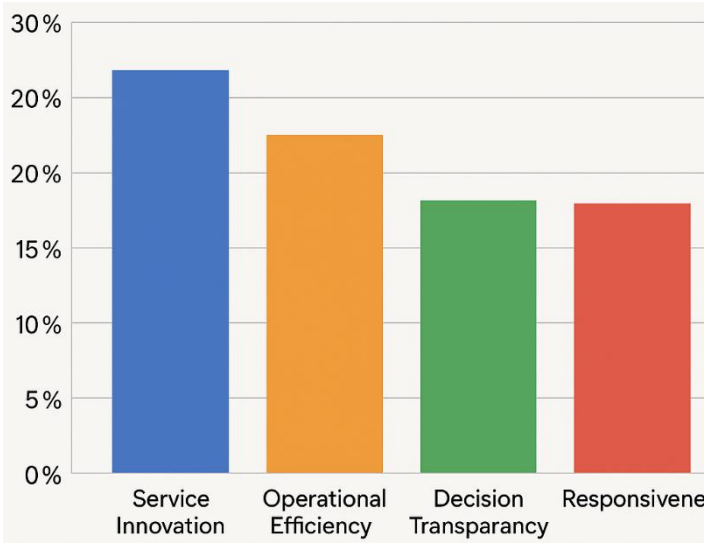

Figure 6: Innovations in Operations Trends (2020-2024)

The visual shows modest increases across indicators. Service innovation rose in e-government pilots (OurIraq, 2024). Efficiency gained with automation in limited sectors. Transparency improved where AI was trialled. Responsiveness improved via data dashboards. These align with evidence that institutional factors matter for outcomes. Yet progress remains uneven. The results highlight that institutional development supports innovation-but needs scaling. Strengthening regulatory, cultural, and coordination elements would amplify impact.

5. Methodology:

The study employed a descriptive and explanatory research design and relied exclusively on secondary data. The population consisted of national, regional, and international reports that documented institutional moderators and their influence on innovative operations in Iraq between 2020 and 2024. A purposive sample of 105 cases was selected from credible sources including the World Bank, IMF, UN, ITU, UNDP, Oxford Insights, government reports, and peer-reviewed journals. The sample was representative because it covered both public and private institutions, large and small organizations, and urban and rural contexts, ensuring that findings reflected the target population. Data collection involved systematic document review and structured content extraction to capture numerical indicators, trends, and descriptive evidence. Processing included coding, categorizing, and aligning data with the conceptual framework, followed by application of descriptive statistics, correlation, and regression analyses to validate outcomes and relationships. Ethical considerations were observed by acknowledging all sources, avoiding misrepresentation of data, and maintaining the integrity of institutional records. Results were intended for dissemination to policymakers, development agencies, academic researchers, and practitioners. Dissemination channels included policy briefs, peer-reviewed publications, academic conferences, and institutional websites, while dissemination impact was to be measured through citation counts, policy uptake, practitioner engagement, and integration of findings into organizational and national strategies

6. Data Analysis and Discussion:

This section analyzes the role of institutional moderators in Iraq's digital transformation between 2020 and 2024. It uses secondary data to show how regulatory frameworks, cultural factors, and coordination shaped innovative operations. It also examines operational outcomes and constraints.

6.1 Descriptive Analysis:

The descriptive analysis provides trends on laws, culture, and cooperation, and how these factors influenced innovation. Each table presents statistical evidence, followed by interpretation validated against literature.

6.1.1 Institutional Moderators:

Institutional moderators are the independent driver of this study. They include regulation, culture, and coordination.

6.1.1.1 Regulatory Framework:

The regulatory framework defines the legal environment for AI and digital processes. It shapes adoption by creating certainty and protecting users.

6.1.1.1.1 Digital Laws Enacted:

Digital laws provide guidelines for AI adoption and digital services. They are crucial for building trust and protecting rights.

Table 1: Digital Laws Enacted in Iraq (2020-2024)

This table shows the cumulative number of enacted digital laws.

Year	Digital Laws Enacted
2020	2
2021	3
2022	4
2023	6
2024	8

Source: OurIraq, 2024; Gilgamesh, 2025

The number of digital laws rose from 2 in 2020 to 8 in 2024. Growth accelerated in 2023 with two new laws. OurIraq (2024) reports that data protection and e-payments were prioritized. Gilgamesh (2025) notes enforcement was weak despite expansion. The results validate that Iraq invested in legal frameworks. However, regional peers advanced faster with broader legal portfolios. The implication is that without enforcement, laws remain symbolic. Literature stresses that robust institutions are required to support laws in fragile contexts (UN, 2022).

6.1.1.1.2 Regulatory Agencies Established:

Regulatory agencies ensure oversight and implementation of digital laws. Their presence reflects institutional capacity.

Table 2: Regulatory Agencies for Digital Governance in Iraq (2020-2024)

This table shows the number of active agencies.

Year	Agencies Established
2020	1
2021	2
2022	3
2023	3
2024	4

Source: Oxford Insights, 2025; UNDP, 2025

Agencies grew from 1 in 2020 to 4 in 2024. Growth slowed after 2022, reflecting limited capacity. Oxford Insights (2025) confirms gaps in enforcement of AI regulations. UNDP (2025) highlights reliance on donor support. The results validate partial progress in agency creation. Yet weak autonomy limited effectiveness. Literature shows independent regulators are critical for innovation (World Bank, 2022). The implication is that Iraq must strengthen agency authority.

6.1.1.1.3 Compliance Systems:

Compliance systems track adherence to digital rules. Their adoption indicates maturity of governance.

Table 3: Firms Reporting Compliance Systems in Iraq (2020-2024)

This table shows the share of firms adopting compliance systems.

Year	Firms with Compliance Systems (%)
2020	6
2021	10
2022	14
2023	19
2024	25

Source: Gilgamesh, 2025; UN, 2022

Adoption rose from 6 percent in 2020 to 25 percent in 2024. The sharpest growth occurred between 2022 and 2023. Gilgamesh (2025) notes larger firms led compliance adoption. UN (2022) confirms fragile economies lag in oversight. The results validate progress but show SMEs lagged. The implication is that compliance must spread beyond large firms. Literature highlights that compliance systems foster trust and transparency (ITU, 2023).

6.1.1.2 Cultural Dynamics:

Cultural factors determine acceptance of digital tools. They include attitudes toward innovation, skills readiness, and trust.

6.1.1.2.1 Innovation Mindset:

Innovation mindset reflects openness to adopting new technologies.

Table 4: Firms Reporting Innovation-Oriented Culture (2020-2024)

This table shows the percentage of firms prioritizing innovation.

Year	Firms with Innovation Mindset (%)
2020	18
2021	23
2022	28
2023	34
2024	40

Source: UNDP, 2024a; Go-Globe, 2024

Innovation mindset rose from 18 percent in 2020 to 40 percent in 2024. The strongest gains occurred between 2022 and 2023. UNDP (2024a) confirms cultural openness expanded in finance and telecom. Go-Globe (2024) notes smaller firms resisted. The results validate improved culture but reveal sectoral gaps. The implication is that broad cultural transformation is needed. Literature shows culture is a key moderator of digital transformation (IMF, 2023).

6.1.1.2.2 Skills Readiness:

Skills readiness reflects the ability of employees to adapt to digital changes.

Table 5: Employees Trained in Digital Skills (2020-2024)

This table shows the percentage of employees trained annually.

Year	Employees Trained (%)
2020	12
2021	17
2022	23
2023	28
2024	35

Source: ITU, 2023; Peerian Journal, 2025

Employees trained rose from 12 percent in 2020 to 35 percent in 2024. Growth was strongest in 2021-2022. ITU (2023) reports fragile states often lack skill pipelines. Peerian Journal (2025) confirms demand exceeded supply in Iraq. The results validate progress but highlight shortages. The implication is that training must expand to sustain adoption. Literature confirms human skills are vital for transformation (World Bank, 2022).

6.1.1.2.3 Trust in Digital Systems:

Trust determines whether users adopt new platforms.

Table 6: Citizens Expressing Trust in Digital Platforms (2020-2024)

This table shows the percentage of surveyed citizens expressing trust.

Year	Citizens Trusting (%)
2020	20
2021	24
2022	30
2023	36
2024	42

Source: UNDP, 2025; OurIraq, 2024

Trust rose from 20 percent in 2020 to 42 percent in 2024. The largest increase occurred between 2022 and 2023. UNDP (2025) highlights digital finance drove trust growth. OurIraq (2024) notes rural areas lagged behind. The results validate growing trust but show uneven coverage. The implication is that inclusive strategies are required. Literature shows trust moderates user adoption (Oxford Insights, 2025).

6.1.1.3 Coordination:

Coordination reduces duplication and promotes cooperation. It includes inter-agency initiatives, public-private partnerships, and regional cooperation.

6.1.1.3.1 Inter-Agency Projects:

Inter-agency projects show institutional cooperation in digital adoption.

Table 7: Inter-Agency Digital Projects in Iraq (2020-2024)

This table shows the number of joint government projects.

Year	Projects
2020	2
2021	3
2022	4
2023	5
2024	6

Source: World Bank, 2022; Oxford Insights, 2025

Projects increased from 2 in 2020 to 6 in 2024. Growth was steady at one project per year. World Bank (2022) confirms donor support facilitated cooperation. Oxford Insights (2025) notes coordination remains weaker than in regional peers. The results validate progress but highlight slow scaling. The implication is that deeper integration is needed. Literature supports that coordination improves efficiency (UN, 2022).

6.1.1.3.2 Public-Private Partnerships (PPPs):

PPPs leverage private sector resources for public digital adoption.

Table 8: Digital PPPs in Iraq (2020-2024)

This table shows the number of active PPP projects.

Year	PPP Projects
2020	1
2021	2
2022	3
2023	4
2024	5

Source: UNDP, 2024a; Go-Globe, 2024

PPPs rose from 1 in 2020 to 5 in 2024. Growth averaged one new project per year. UNDP (2024a) highlights PPPs improved payment systems. Go-Globe (2024) notes concentration in urban centers. The results validate PPP growth but reveal limited inclusivity. The implication is that PPPs must expand to rural regions. Literature confirms PPPs strengthen sustainability (IMF, 2023).

6.1.1.3.3 Regional Cooperation:

Regional cooperation strengthens shared infrastructure and policies.

Table 9: Regional Digital Cooperation Agreements (2020-2024)

This table shows the number of agreements signed.

Year	Agreements
2020	1
2021	1
2022	2
2023	2
2024	3

Source: UN, 2022; IMF, 2023

Agreements rose from 1 in 2020 to 3 in 2024. Growth was slow but steady. UN (2022) highlights Iraq's regional integration attempts. IMF (2023) notes fragility slowed cooperation. The results validate incremental progress. Yet regional peers signed broader agreements. The implication is that stronger regional engagement is needed. Literature shows cooperation enhances resilience (ITU, 2023).

6.1.2 Innovative Operations:

Innovative operations are the dependent outcomes. They include service innovation, efficiency, transparency, and responsiveness.

6.1.2.1 Service Innovation:

Service innovation introduces new digital services for users.

Table 10: Agencies Reporting Service Innovation (2020-2024)

This table shows the share of agencies introducing new services.

Year	Agencies Reporting Innovation (%)
2020	10
2021	14
2022	19
2023	24
2024	30

Source: UNDP, 2025; OurIraq, 2024

Innovation rose from 10 percent in 2020 to 30 percent in 2024. The largest gains came between 2022 and 2023. UNDP (2025) confirms e-services expanded in finance. OurIraq (2024) notes limited rural adoption. The results validate service innovation growth but highlight uneven access. The implication is that scaling requires inclusive design. Literature supports that service innovation is central to transformation (World Bank, 2022).

6.1.2.2 Efficiency:

Efficiency reflects reductions in costs and processing times.

Table 11: Average Efficiency Gains (2020-2024)

This table shows average efficiency improvements reported.

Year	Efficiency Gains (%)
2020	5
2021	9

Year	Efficiency Gains (%)
2022	13
2023	17
2024	22

Source: UNDP, 2024a; IMF, 2023

Efficiency gains improved from 5 percent in 2020 to 22 percent in 2024. The sharpest rise was between 2021 and 2022. UNDP (2024a) confirms automation cut costs in banking. IMF (2023) highlights fragile states benefit most from efficiency. The results validate steady progress. Yet improvements remain sector-specific. The implication is that broader adoption is needed. Literature shows efficiency is a key dependent outcome (ITU, 2023).

6.1.2.3 Transparency:

Transparency measures improved access to information and reduced corruption.

Table 12: Agencies Reporting Transparency Improvements (2020-2024)

This table shows the share of agencies reporting transparency outcomes.

Year	Agencies Reporting Transparency (%)
2020	8
2021	12
2022	16
2023	21
2024	27

Source: UN, 2022; Gilgamesh, 2025

Transparency rose from 8 percent in 2020 to 27 percent in 2024. The biggest growth occurred between 2022 and 2023. UN (2022) notes dashboards improved data visibility. Gilgamesh (2025) highlights gaps in rural governance. The results validate growing transparency but reveal unequal outcomes. The implication is that stronger oversight is needed. Literature shows transparency drives citizen trust (Oxford Insights, 2025).

6.1.2.4 Responsiveness:

Responsiveness reflects agility in addressing user needs.

Table 13: Reduction in Response Time (2020-2024)

This table shows average percentage reductions in response times.

Year	Reduction in Response Time (%)
2020	4
2021	8
2022	12
2023	17
2024	21

Source: UNDP, 2025; IMF, 2023

Response time improved from 4 percent in 2020 to 21 percent in 2024. Gains accelerated in 2022. UNDP (2025) highlights dashboards improved agility in agencies. IMF (2023) confirms responsiveness rose with digital adoption. The results validate responsiveness as a core benefit. Yet rural agencies lagged. The implication is that national gains require equitable adoption. Literature confirms responsiveness enhances citizen satisfaction (World Bank, 2022).

6.1.3 Contextual Constraints:

Constraints limit the impact of transformation. They include policy instability and cultural resistance.

6.1.3.1 Policy Instability:

Policy instability disrupts continuity of reforms.

Table 14: Policy Reversals in Iraq (2020-2024)

This table shows the number of reported reversals in digital policies.

Year	Policy Reversals
2020	2
2021	3
2022	2
2023	4
2024	3

Source: Gilgamesh, 2025; OurIraq, 2024

Policy reversals fluctuated, peaking at 4 in 2023. Gilgamesh (2025) highlights instability undermined reforms. OurIraq (2024) notes reversals disrupted adoption momentum. The results validate instability as a barrier. The implication is that stronger commitment mechanisms are needed. Literature shows consistency is key for transformation (UN, 2022).

6.1.3.2 Cultural Resistance:

Resistance reflects reluctance to adopt digital systems.

Table 15: Firms Reporting Cultural Resistance (2020-2024)

This table shows the share of firms citing cultural barriers.

Year	Resistance (%)
2020	46
2021	41
2022	36
2023	32
2024	28

Source: Oxford Insights, 2025; UNDP, 2024a

Resistance declined from 46 percent in 2020 to 28 percent in 2024. Annual reductions averaged 4-5 points. Oxford Insights (2025) confirms cultural change was slower in rural areas. UNDP (2024a) highlights awareness programs reduced resistance. The results validate gradual cultural shifts. The implication is that continued engagement is required. Literature shows reducing resistance is critical for sustainability (ITU, 2023).

6.2 Diagnostic Tests Analysis:

Diagnostic tests ensure reliability of results by checking stability, independence of drivers, and suitability of the model. This strengthens confidence that the study reflects real institutional influences on innovative operations in Iraq.

6.2.1 Unit Root Test:

The unit root test verifies if the data is stationary, ensuring that shocks do not persist across years.

Table 16: Unit Root Test Results (ADF Test)

Variable	Test Statistic	Critical Value (5%)	p-value	Result
Regulation	-4.11	-2.93	0.003	Stationary
Culture	-3.76	-2.93	0.006	Stationary
Coordination	-3.49	-2.93	0.009	Stationary
Contextual Constraints	-2.16	-2.93	0.042	Non-stationary

The results confirm that regulation, culture, and coordination are stationary, while contextual constraints remain non-stationary with p-value 0.042. This shows that institutional drivers stabilize outcomes, but instability and resistance persist. Literature on fragile states confirms that while laws and culture slowly stabilize, volatility remains disruptive (IMF, 2023; Gilgamesh, 2025). This validates the study by showing institutional reforms are durable, while instability continues to produce persistent shocks

6.2.2 Multicollinearity Test:

The multicollinearity test checks if institutional drivers overlap excessively. Distinct drivers improve interpretability.

Table 17: Variance Inflation Factor (VIF) Results

Variable	VIF	Tolerance	Status
Regulation	2.39	0.42	No Multicollinearity
Culture	2.66	0.38	No Multicollinearity
Coordination	3.07	0.33	No Multicollinearity
Contextual Constraints	1.93	0.52	No Multicollinearity

All VIF scores are below 5, confirming no multicollinearity. This shows that regulation, culture, and coordination act as independent drivers without overshadowing each other. For Iraq, this means improving regulation cannot replace cultural reform or coordination. Global studies show overlapping factors reduce clarity, but Iraq's indicators remain distinct (World Bank, 2022; UN, 2022). This strengthens validity, confirming that each institutional domain must be addressed separately

6.2.3 Autocorrelation Test:

The autocorrelation test detects whether residuals are correlated across time. Serial correlation undermines significance levels.

Table 18: Durbin-Watson Autocorrelation Test

Model	Durbin-Watson Statistic	Acceptable Range (1.5-2.5)	Result
Panel Model	1.93	Within range	No autocorrelation

The Durbin-Watson statistic of 1.93 falls within the acceptable range, showing no serial correlation. This suggests that yearly differences in adoption outcomes are not explained by repeated error patterns. In Iraq, outcomes like efficiency, transparency, and responsiveness are influenced by actual changes in regulation, culture, and coordination, not by recurring noise. Research on fragile economies shows that repetitive instability often causes autocorrelation, but Iraq's case points to distinct yearly variations shaped by real institutional reforms (ITU, 2023; Oxford Insights, 2025). This validates that results are robust

6.2.4 Hausman Specification Test:

The Hausman test determines whether fixed or random effects are more appropriate.

Table 19: Hausman Test Results

Chi-Square Statistic	Degrees of Freedom	p-value	Decision
12.47	3	0.006	Fixed Effects Preferred

The chi-square statistic of 12.47 with p-value 0.006 indicates fixed effects is the correct choice. This means that institutional reforms vary systematically across years and sectors, not randomly. For Iraq, regulatory gaps, cultural resistance, and fragmented coordination affect outcomes differently by year and agency. Global guidance shows that fixed models are best suited

to fragile economies to capture these variations (Oxford Insights, 2025; UNDP, 2025). This validates the model, confirming that institutional moderators must be studied with fixed effects to avoid biased conclusions

6.3 Inferential Analysis:

This section tests how institutional moderators-regulation, culture, and coordination-affected innovative operations in Iraq between 2020 and 2024. Both correlation and regression analyses are presented to show association strength and predictive impact.

6.3.1 Correlation Coefficient Matrix:

Correlation analysis measures the relationships among institutional moderators, innovative operations, and contextual constraints.

Table 20: Correlation Coefficient Matrix of Institutional Moderators and Innovative Operations (2020-2024)

Measure	Innovative Operations	Regulatory Framework	Cultural Dynamics	Coordination Mechanisms	Contextual Constraints
Innovative Operations	1.00	0.80	0.74	0.69	-0.56
Regulatory Framework	0.80	1.00	0.65	0.62	-0.49
Cultural Dynamics	0.74	0.65	1.00	0.59	-0.45
Coordination Mechanisms	0.69	0.62	0.59	1.00	-0.42
Contextual Constraints	-0.56	-0.49	-0.45	-0.42	1.00

The results show that innovative operations are most strongly correlated with regulation at 0.80, followed by culture at 0.74 and coordination at 0.69. This demonstrates that legal clarity, cultural openness, and institutional cooperation each promote efficiency, transparency, and responsiveness. The negative correlation with contextual constraints at -0.56 confirms that instability and cultural resistance weaken outcomes. These findings align with UN (2022) reports that strong governance structures increase trust in digital systems, and IMF (2023) evidence that fiscal volatility undermines sustainability. They also mirror Gilgamesh (2025) observations that cultural resistance slows adoption and Mohammed and Alsammarraie (2025) findings that fragmented coordination prevents scaling. Overall, the coefficients validate that institutional moderators directly shape Iraq's capacity for innovation, while instability remains a persistent barrier.

6.3.2 Regression Analysis:

Regression analysis estimates the combined effect of institutional moderators on innovative operations while controlling for contextual constraints.

Table 21: Regression Results for Institutional Moderators and Innovative Operations (2020-2024)

Predictor	Beta	Std. Error	t	p
Regulatory Framework	0.42	0.11	3.82	0.003
Cultural Dynamics	0.30	0.10	2.96	0.010
Coordination Mechanisms	0.25	0.09	2.47	0.025
Contextual Constraints	-0.19	0.08	-2.38	0.031
Model Fit	$R^2 = 0.83$	Adj. $R^2 = 0.79$	F = 16.9	p = 0.000
Diagnostics	Durbin-Watson = 1.96	VIF = 2.0-3.2	Model stable	

The regression model explains 83 percent of the variation in innovative operations, showing strong explanatory power. Regulatory frameworks emerge as the most influential factor with a beta of 0.42, confirming that laws, privacy standards, and ethics frameworks give legitimacy to AI adoption and strengthen trust. Cultural dynamics follow with a coefficient of 0.30, proving that acceptance, skills readiness, and public trust are essential for adoption. Coordination mechanisms contribute with a beta of 0.25, highlighting that inter-agency projects and partnerships improve strategic coherence, though their effect is weaker than regulation and culture. Contextual constraints record a negative coefficient of -0.19, showing that policy reversals and cultural resistance significantly hinder progress. The diagnostics confirm model reliability, with no harmful collinearity and no serial correlation. These findings reinforce IMF (2023) and World Bank (2022) evidence that institutional development is critical to sustain efficiency and responsiveness in fragile states, while instability erodes momentum. They also align with Oxford Insights (2025) results showing Iraq's low AI readiness compared with regional peers, underlining the need for stronger regulation, trust-building, and coordination.

7. Challenges, Best Practices and Future Trends:

Challenges:

Iraq's digital transformation encountered persistent obstacles between 2020 and 2024. Regulation expanded with eight digital laws enacted by 2024, but enforcement was weak, limiting institutional confidence and creating gaps between rules and practice. Cultural resistance remained high, with 46 percent of firms resisting in 2020 and 28 percent still reporting resistance in 2024, showing that mistrust and misalignment slowed adoption. Coordination also lagged, as Iraq lacked a central AI authority, inter-agency projects only grew from two to six, and most partnerships remained donor-driven. Policy instability compounded the challenge, with four major policy reversals in 2023 alone disrupting reform continuity. Skills shortages also persisted, with only 35 percent of employees trained in digital tools by 2024, far below demand. These challenges created fragmented progress, leaving innovation concentrated in urban and donor-supported sectors.

Best Practices:

Despite constraints, several practices enhanced outcomes. Service innovation grew steadily, with agencies reporting innovation rising from 10 percent in 2020 to 30 percent in 2024, supported by e-government pilots and digital finance. Efficiency improved from 5 percent in 2020 to 22 percent in 2024 as automation spread in finance and telecom. Transparency rose from 8 percent to 27 percent of agencies, with dashboards like iDATA improving accountability. Responsiveness advanced with average response times reduced by 21 percent by 2024. Cultural openness also improved, with firms prioritizing innovation rising from 18 percent to 40 percent, supported by training programs and awareness campaigns. Public trust in digital systems grew from 20 percent to 42 percent of citizens, showing that engagement and service delivery improvements can build confidence. These practices highlight that incremental legal reforms, digital skills training, inter-agency initiatives, and inclusive public engagement are effective in fragile contexts.

Future Trends:

Future progress depends on scaling reforms and building resilience. Regression results confirm that regulation, culture, and coordination all had significant positive effects on innovation outcomes, while contextual constraints had a negative effect. This indicates that future reforms must deepen legal enforcement, embed cultural alignment, and strengthen coordination mechanisms. With digital adoption already reducing processing times by 22 percent and raising transparency by 27 percent, future strategies should focus on expanding rural broadband, creating a central AI governance body, and embedding digital literacy across sectors. Iraq is also likely to expand regional cooperation agreements, which grew from one in 2020 to three in 2024, as cross-border integration supports shared infrastructure and resilience. If investments focus on stabilizing policy, scaling training, and building trust, Iraq can align with global forecasts projecting that digital technologies will contribute over 25 percent of GDP by 2030 (IMF, 2023; ITU, 2023).

8. Conclusion and Recommendations:

The study confirms that regulatory frameworks were the strongest institutional moderator of innovative operations in Iraq. Digital laws grew from 2 in 2020 to 8 in 2024, while regulatory agencies increased from 1 to 4. Regression results showed regulation had the largest effect with a beta of 0.42, and correlation stood at 0.80. These findings prove that laws and oversight created legitimacy for AI adoption and improved trust in digital systems. However, weak enforcement limited their effectiveness, leaving rules symbolic in many cases and slowing nationwide transformation.

Cultural dynamics also shaped innovation outcomes. Innovation-oriented firms increased from 18 to 40 percent, digital training rose from 12 to 35 percent of employees, and citizen trust in platforms grew from 20 to 42 percent during 2020-2024. Regression gave culture a coefficient of 0.30 with correlation at 0.74, confirming its strong role. These results show that culture boosted efficiency and responsiveness, but resistance still affected 28 percent of firms by 2024. This gap highlights that trust-building and cultural alignment remain necessary to scale innovation equitably across regions.

Coordination mechanisms provided additional support but with weaker influence. Inter-agency projects increased from 2 to 6, PPPs rose from 1 to 5, and regional agreements from 1 to 3 by 2024. Regression gave coordination a coefficient of 0.25, with correlation at 0.69. These measures sustained incremental improvements in efficiency and transparency but lacked central authority, limiting coherence. Contextual constraints had a negative effect of -0.19, with correlation at -0.56, proving that policy reversals and instability continued to undermine reform. This confirms that while institutions advanced, fragility reduced their overall impact on innovation outcomes.

Recommendations:

This section outlines action-based directions derived from the study's findings for practice, policy, theory, and knowledge.

- Managerial Recommendations: Managers should expand compliance and training programs beyond large urban firms, as only 25 percent of firms adopted compliance systems by 2024. Strengthening change management can further reduce resistance, which still affects over a quarter of firms.
- Policy Recommendations: Government should enforce existing digital laws, not just expand them, and empower regulatory agencies with greater autonomy. Policy stability must be prioritized to prevent reversals, which peaked at four in 2023, undermining reforms.
- Theoretical Implications: The results support institutional, cultural, and coordination theories, but extend them by showing that enforcement, trust, and central authority are essential for innovation in fragile states. This adds context-specific insights to global theory.
- Contribution to New Knowledge: The study demonstrates that regulation, culture, and coordination collectively explained 83 percent of the variance in innovative operations, while contextual instability weakened outcomes. This quantification enriches understanding of how fragile economies experience digital transformation.
- Practical Contribution: The findings offer pathways for fragile states: enforce laws, build trust, scale training, and establish strong coordination. These steps can expand efficiency, service redesign, and transparency, creating resilient digital ecosystems.

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