

## **The Role of Innovation Management in Achieving Institutional Excellence (A Field Study of Employees at the Ministry of Culture in the Kingdom of Saudi Arabia)**

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### **Abstract**

This study investigates the role of innovation management in achieving institutional excellence at the Ministry of Culture in the Kingdom of Saudi Arabia, in light of accelerating global changes and increasing complexity in business environments. Innovation management has emerged as a strategic imperative for organizations aiming to enhance performance and achieve sustainable excellence. A quantitative research approach was adopted, using a structured questionnaire distributed to a random sample of employees within the ministry. A total of 99 valid responses were collected. The study focused on four main dimensions of innovation management: senior leadership's commitment and ongoing support, fostering a culture of innovation, the availability of financial, human, and technological resources, and the use of appropriate tools and techniques to develop and evaluate innovations. The impact of these dimensions was assessed on two pillars of institutional excellence: leadership excellence and service delivery excellence. The findings demonstrated a statistically significant impact of all innovation management dimensions on institutional excellence. Results showed high levels of leadership support, open idea-sharing, a dedicated innovation team, and structured evaluation tools. However, the study noted room for

improvement in the incentive and recognition systems for innovation. Moreover, no statistically significant differences were found related to personal or demographic variables such as gender, age, qualification, or job title. The study recommends strengthening all innovation dimensions, with particular emphasis on developing strategic leadership policies, allocating sustainable resources, fostering a fair and open innovation culture, and adopting inclusive innovation frameworks that ensure equitable participation across the organization.

**Keywords:** Innovation Management, Institutional Excellence, Ministry of Culture, Leadership Excellence, Service Delivery

### 1. Introduction:

We live today in a world full of surprises and rapid economic and technological transformations (Alqirem & Alsmadi, 2025). As globalization and its accompanying challenges increasingly shape our reality, organizations are now required to possess keen insight and heightened awareness of their surrounding environment (Do et al., 2022). They must also develop strategic plans and frameworks to confront globalization's demands, mobilizing all organizational mechanisms to fulfill their intended roles effectively. Since human capital constitutes one of the most critical components of organizational success, organizations rely on qualified and well-trained personnel to achieve their goals (Teneh, 2022). These individuals operate collectively, channeling their efforts toward realizing a shared vision in an increasingly competitive and dynamic world.

Studies and practical experiences have shown that human resources play a central role in addressing contemporary challenges and organizational issues (Anwar & Abdullah, 2021). Therefore, organizations must invest in this asset to foster innovation and creativity—two indispensable elements and foundational pillars for success and sustainability (Zeb et al., 2021). This has intensified the demand for human resources that possess distinctive capabilities and high-level skills that competitors cannot easily replicate (Teneh, 2022). Consequently, the nature of human resource management (HRM) practices has evolved to align with current demands, moving away from traditional methods and toward practices that are deeply integrated with the organization's strategic management (Boselie & Heijden, 2024). These practices now reflect relationships characterized by interaction, integration, and mutual dependence.

Contemporary businesses are increasingly aware of the value of their qualified human resources and the crucial role that HRM plays in harnessing those capabilities to maintain competitive advantage, sustain growth, and ensure prosperity (Shehadeh, 2024). A key focus has been placed on innovation as a means to achieve organizational excellence. Accordingly, organizations need to better understand innovation, including the behaviors and factors that support and encourage it, as well as the barriers that hinder its development (OECD, 2023). They also need to recognize the characteristics of innovators in order to establish policies that enhance employees' innovative capacities (OECD, 2023). This, in turn, will improve their performance levels in ways that serve organizational goals, propel the organization toward excellence, and help sustain that position. Despite the acknowledged importance of administrative innovation in improving employee performance, some organizations still neglect to keep pace with change, adhering instead to routine operations that impede creativity and distinction (Thatrak, 2021).

Innovation can be defined as the process of transforming new and creative ideas into products, services, or procedures that generate added value and contribute to achieving organizational objectives or better meeting customer needs (Baranskaitė & Labanauskaitė, 2020). It involves the practical and economically viable application of ideas, which can enhance efficiency, create new opportunities, or offer unique solutions to existing problems. Institutional excellence refers to attaining advanced levels of performance and innovation within an organization, distinguishing it from its peers in the same sector. This concept encompasses the achievement of organizational goals with high effectiveness and efficiency, customer and employee satisfaction, a commitment to sustainable quality, and adaptability to external environmental changes (Shehadeh, 2024).

### 1.1. Problem Statement:

Amid the ongoing global transformations and rapid changes associated with globalization, intensified competition, and the accelerating pace of innovation and invention in the business environment, organizations today face numerous difficulties and challenges in their efforts to adapt and remain relevant. The only certainty in today's business environment is uncertainty, and the only constant is change. To ensure survival, growth, and sustainability, organizations are now racing to seize opportunities and counter expected threats. Achieving this requires the continuous ability to introduce new and innovative approaches.

Organizations have come to recognize that innovation is an indispensable element of their strategic agendas. It enables them to effect meaningful change in the mental maps of their employees and to influence attitudes in a way that improves their production methods and practices. This, in turn, supports the goal of achieving creative performance and institutional excellence that minimizes technical and administrative costs. Innovation is now viewed as a necessity for organizations seeking to achieve exceptional and effective performance and, ultimately, improve processes and outcomes to enhance their competitive edge or, at the very least, secure their position in the market. Many organizations have gone even further, making innovation one of the essential skills to be cultivated and trained for as a core employment requirement.

Administrative innovation is not merely about enhancing performance; it is a comprehensive strategy for achieving institutional excellence. By strengthening administrative innovation, organizations can attain sustainable improvements in efficiency, quality, and competitiveness, which in turn supports long-term success and sustainable growth. The dimensions of institutional excellence—which include fostering and encouraging new and creative ideas within the organization, setting clear and measurable objectives, investing in employee skill development, continuously seeking opportunities to enhance performance and quality, investing in research and development to find innovative solutions, swiftly adapting processes in response to change, and cultivating a positive and motivating work environment that promotes high performance and sustainable development—are fundamental pillars for achieving outstanding performance and outpacing competitors. Organizations must work to balance and integrate these dimensions to ensure sustainable success and growth in a constantly changing business environment.

Administrative innovation contributes to institutional excellence by enhancing efficiency and productivity, strengthening competitiveness, increasing customer satisfaction, achieving sustainable growth, and reinforcing organizational reputation. In today's complex and rapidly changing world—characterized by multiple, interrelated variables—these pressures have become a significant threat to the continuity of business organizations. This has prompted many institutions to reconsider how they conduct business and deliver value to stakeholders. In an era defined by knowledge and information technology, innovation and creativity have emerged as essential tools for organizations to realize their goals, predict change, develop internal environments, adapt to external environments, and accomplish strategic objectives with both efficiency and effectiveness.

The Ministry of Culture in the Kingdom of Saudi Arabia is considered one of the most significant ministries in the country. It oversees 11 cultural commissions, including the Literature, Publishing and Translation Commission; the Film Commission; the Music Commission; the Theater and Performing Arts Commission; the Libraries Commission; the Museums Commission; the Fashion Commission; the Culinary Arts Commission; the Architecture and Design Arts Commission; the Heritage Commission; and the Visual Arts Commission.

This study seeks to explore the relationship between innovation management and institutional excellence a relationship that has become a central concern for both governmental and non-governmental organizations aiming to achieve excellence at local, regional, or international levels.

### 1.2. Research Questions:

The central research question guiding this study is:

What is the role of innovation in achieving institutional excellence among employees in the Ministry of Culture in the Kingdom of Saudi Arabia?

This central question is supported by the following sub-questions:

- 1- What is the current state of innovation in the Ministry of Culture in the Kingdom of Saudi Arabia?
- 2- What is the current state of institutional excellence in the Ministry of Culture in the Kingdom of Saudi Arabia?
- 3- What is the impact of the key dimensions of innovation on achieving institutional excellence among employees in the Ministry of Culture, in terms of:
  - The extent of senior leadership's commitment and ongoing support for innovation
  - The extent to which a culture of innovation is promoted within the institution;
  - The availability of financial, human, and technological resources necessary to support innovation;
  - The use of appropriate tools and techniques for developing and evaluating innovations?

### 1.3. Research Objectives:

Innovation management is recognized as one of the most critical areas organizations strive to implement and develop, warranting further academic investigation and analysis. This study aims to:

- 1- Analyze the role of innovation management in achieving institutional excellence from the perspective of employees in the Ministry of Culture in the Kingdom of Saudi Arabia.

From this primary aim, several subsidiary objectives emerge:

- 1- To identify the extent to which the dimensions of innovation management are applied within the Ministry of Culture in the Kingdom of Saudi Arabia.
- 2- To examine the current state of institutional excellence—specifically, leadership excellence and service delivery excellence—in the Ministry of Culture.
- 3- To explore the role of innovation management in achieving institutional excellence, based on the perspectives of Ministry of Culture employees.
- 4- To contribute to the body of knowledge in the field of innovation management.
- 5- To propose innovative solutions for achieving institutional excellence.

#### 1.4. Significance of the Study:

The significance of this study lies in its focus on innovation management as one of the most vital modern administrative practices contributing to economic growth. It has become a foundational pillar for attaining institutional excellence. This research offers a new contribution to the field and can be summarized in the following points:

- 1- It proposes a suitable scientific measurement tool for assessing innovation management based on the views of employees at the Ministry of Culture.
- 2- The study's findings will aid innovation management units within organizations in enhancing and improving their operations to achieve institutional excellence.
- 3- It sheds light on employee perceptions within the Ministry of Culture regarding the importance and role of innovation management, aligning with their needs and aspirations.

#### 1.5. Hypotheses:

The study posits the following main null hypothesis:

There is no statistically significant impact of the dimensions of innovation management (senior leadership commitment and continuous support for innovation, promotion of an innovation culture within the organization, availability of financial, human, and technological resources to support innovation, and the use of appropriate tools and techniques for developing and evaluating

innovations) on achieving institutional excellence (leadership excellence and service delivery excellence) in the Ministry of Culture in the Kingdom of Saudi Arabia, at a significance level of ( $\alpha \leq 0.05$ ).

From this main hypothesis, the following sub-hypotheses are derived:

- 1- There is no statistically significant impact of senior leadership's commitment and continuous support for innovation on achieving institutional excellence (leadership excellence and service delivery excellence) in the Ministry of Culture at a significance level of ( $\alpha \leq 0.05$ ).
- 2- There is no statistically significant impact of promoting a culture of innovation within the organization on achieving institutional excellence (leadership excellence and service delivery excellence) in the Ministry of Culture at a significance level of ( $\alpha \leq 0.05$ ).
- 3- There is no statistically significant impact of providing financial, human, and technological resources necessary to support innovation on achieving institutional excellence (leadership excellence and service delivery excellence) in the Ministry of Culture at a significance level of ( $\alpha \leq 0.05$ ).
- 4- There is no statistically significant impact of using appropriate tools and techniques for developing and evaluating innovations on achieving institutional excellence (leadership excellence and service delivery excellence) in the Ministry of Culture at a significance level of ( $\alpha \leq 0.05$ ).
- 5- There are no statistically significant differences in the perceptions of innovation management dimensions and their impact on achieving institutional excellence in the Ministry of Culture, that can be attributed to personal or demographic variables (gender, age, qualification, or job title) at a significance level of ( $\alpha \leq 0.05$ ).

## 2. Literature Review:

### 2.1. Theoretical Component:

#### 2.1.1. Introduction

In an era of rapid technological advancement and shifting global dynamics, innovation has become more than a technical capability. It is a strategic imperative. For public institutions, especially those entrusted with preserving and promoting cultural heritage, innovation is essential for bridging tradition and progress. Within the context of Saudi Arabia, innovation plays a pivotal

role in supporting the ambitious goals of Vision 2030, which seeks to diversify the economy, empower communities, and create a thriving cultural ecosystem (Akinwale & AboAlsamh, 2023).

Innovation is not limited to the adoption of new tools or technologies; it reflects a comprehensive mindset of creativity, flexibility, and resilience embedded across institutional systems. As Granstrand and Holgersson (2020) describe, innovation functions as an ecosystem where collaboration, learning, and knowledge-sharing stimulate continuous improvement. For cultural institutions, this means nurturing a climate that encourages experimentation, cross-sector collaboration, and inclusive participation in cultural projects.

This study aims to explore how innovation management can enable cultural institutions to achieve sustainable excellence. Rather than focusing on isolated breakthroughs, innovation is framed here as a value-generating process that transforms organizational operations and strengthens community engagement (Gustafsson, Snyder, & Witell, 2020). Inclusive innovation is particularly significant, as it ensures that innovation efforts benefit a wide range of stakeholders and enhance social cohesion (Lee, 2025).

The Saudi Ministry of Culture, established in 2018, embodies these principles by integrating cultural development into national strategy. Through initiatives such as the Cultural Innovation Challenge, the Ministry encourages local talent, fosters creative industries, and leverages digital transformation to link heritage preservation with economic growth (Almashhad, 2024). These efforts demonstrate how innovation can be a cornerstone for achieving institutional excellence, reinforcing the Ministry's mission to create a vibrant, future-ready cultural landscape.

### 2.1.2. Concept and Definition of Innovation

Innovation is widely recognized as a primary driver of sustainable development, institutional progress, and strategic adaptability. Far from being a buzzword, innovation represents the transformation of creative ideas into real-world solutions that deliver economic, social, and cultural value (Gustafsson et al., 2020). Schumpeter (1934) described innovation as “creative destruction,” replacing outdated systems with more effective alternatives, a concept that has since evolved into a broader understanding of innovation as a systemic process embedded in technology, organizational practices, and public services (OECD & Eurostat, 2018; Granstrand & Holgersson, 2020).

Modern perspectives emphasize that innovation is not limited to new products or technologies but includes process improvements, organizational restructuring, marketing approaches, and even new business models (Popelo et al., 2021). These innovations can be incremental or disruptive, but all share a common goal: creating meaningful, sustainable value and strengthening institutional resilience (Coccia, 2021). For public institutions, innovation is critical not only for improving efficiency but also for responding to citizens' evolving needs and ensuring relevance in a rapidly changing environment (Rajapathirana & Hui, 2018).

### 2.1.3. Creativity and Innovation: Key Distinctions

Although creativity and innovation are closely related, they serve different roles. Creativity is the ability to generate original, novel ideas, while innovation is the structured process of turning those ideas into practical, scalable solutions (Amabile & Pratt, 2016; Lee et al., 2020). Creativity sparks the journey, but innovation ensures impact through experimentation, implementation, and continuous improvement.

For the Saudi Ministry of Culture, this distinction is particularly important. Creativity inspires new cultural concepts and artistic initiatives, but innovation ensures these ideas are embedded in institutional systems, supported by leadership, and scaled to generate societal value. Building an “innovation ecosystem” — through knowledge-sharing platforms, collaborative labs, and cross-sector partnerships — enables the Ministry to transform creative potential into outcomes that preserve heritage while shaping a modern, inclusive cultural landscape (Alkhoraif, 2024).

### 2.1.4. Improvement of Administrative Processes

Administrative innovation is a cornerstone of modern public governance, aiming to redesign workflows, minimize inefficiencies, and enhance institutional agility. It goes beyond digital upgrades, involving a cultural shift toward transparency, accountability, and continuous improvement (Baron, 2021; Zhang et al., 2019).

Through tools such as AI-based forecasting, digital governance platforms, and real-time performance monitoring, public institutions move from rigid bureaucratic models to data-driven, evidence-based systems. These innovations accelerate service delivery, reduce redundancy, and allow employees to focus on high-impact activities, ultimately improving stakeholder satisfaction and institutional credibility (Pan Fagerlin & Löfstål, 2020).

For the Saudi Ministry of Culture, administrative innovation is especially crucial to balance heritage preservation with contemporary cultural initiatives. Automating approvals, integrating cultural databases, and digitizing documentation streamline operations, improve coordination, and ensure public accessibility — critical elements in cultural governance (Opazo et al., 2022; Alkhoraif, 2024).

Ultimately, administrative innovation strengthens organizational resilience, nurtures trust, and positions public institutions as proactive leaders in shaping inclusive and future-ready governance (Arundel et al., 2019)

## **2.2. The Role of Technology, R&D, Leadership, Marketing, and Innovation in Achieving Institutional Excellence**

Achieving institutional excellence today requires a shift from fragmented administration to a systems-based approach, where innovation becomes a core value rather than an isolated initiative (Ostojić Mihić et al., 2015). This is achieved through the integration of four key pillars: technology, research and development (R&D), leadership, and marketing, all working synergistically to create an innovation ecosystem capable of adapting to societal shifts and sustaining long-term impact (Sarpong et al., 2022).

Technology provides the infrastructure for digitization, transparency, and data-driven governance, enabling institutions to automate processes, monitor performance in real time, and enhance citizen engagement (Baron, 2021).

R&D fuels innovation by generating knowledge, validating ideas through experimentation, and aligning initiatives with strategic goals, ensuring that transformation efforts are credible and future-oriented (Granstrand & Holgersson, 2020).

Leadership plays a catalytic role by embedding innovation into organizational culture, encouraging creativity, psychological safety, and collaboration, and aligning workflows and incentives with institutional objectives (Mokhber et al., 2018).

Marketing is no longer just promotion — it becomes a strategic tool to engage stakeholders, co-create value, and build trust through two-way communication and cultural storytelling (Ahli & Low, 2024).

When orchestrated together, these elements turn innovation into a continuous, organization-wide capability rather than a series of isolated projects. For the Saudi Ministry of Culture, this integrated model enables the Ministry to preserve heritage while actively shaping modern cultural narratives, strengthening its credibility, and positioning it as a global leader in cultural innovation and institutional excellence.

### 2.3. Barriers to Innovation

Although innovation holds significant potential to transform institutions, its implementation is often obstructed by a variety of structural, cultural, technological, and leadership barriers (Coad et al., 2016). Institutional inertia is among the most persistent challenges, stemming from rigid bureaucratic systems, path dependency, and risk-averse cultures that prioritize stability over experimentation (Koseoglu, 2017). These conditions limit agility and create friction during the implementation of innovative initiatives, even when formally endorsed at the strategic level.

Resource constraints are another major challenge, as public institutions frequently operate under limited budgets and lack dedicated funding for innovation or long-term R&D efforts (Crass et al., 2019). Compounding this is the human capital gap, where shortages in specialized talent and inadequate investment in employee upskilling restrict the institution's capacity to adopt new tools and methodologies effectively.

Technological limitations also play a critical role. Outdated IT systems, fragmented data infrastructures, and insufficient interoperability hinder cross-department collaboration and scalability of innovation projects (Zhang et al., 2019). Concerns over cybersecurity, privacy, and regulatory compliance often further discourage experimentation.

At the cultural level, resistance to change remains a formidable barrier. Employees may fear job displacement, increased accountability, or disruption to established workflows (Pan Fagerlin & Löfstål, 2020). Without psychological safety and a culture that normalizes experimentation and iterative learning, innovation efforts risk being met with passive or active resistance.

Leadership deficits amplify these barriers when leaders fail to champion innovation, encourage collaboration, and model adaptive behaviors. Hierarchical, control-oriented management styles can stifle bottom-up creativity and suppress cross-functional engagement (Dino, 2021).

Finally, policy and regulatory constraints often lag behind technological progress, creating bottlenecks in procurement, compliance, and legal adaptation (Nußholz, 2017). This is especially challenging for cultural institutions where heritage protection and content sensitivity demand regulatory flexibility.

Overcoming these obstacles requires a systemic approach that combines cultural transformation, leadership development, strategic resource allocation, and modernization of regulatory frameworks. Institutions must embed innovation into their organizational DNA, create feedback-rich environments, and build cross-sector partnerships. In doing so, innovation becomes not just an initiative but a continuous driver of institutional resilience, citizen empowerment, and sustainable societal progress.

## **2.4. Theoretical Foundations and Conceptual Structure:**

### **2.4.1. Innovation Management: Concept and Dimensions**

Innovation management involves the systematic planning, organization, and execution of policies and practices that promote creativity, enhance services, and strengthen institutional competitiveness (El Bassiti & Ajhoun, 2016). Central to this process is senior leadership commitment, where top management models proactive behavior, allocates resources, and embeds innovation into the organizational vision (Leron & Baconguis, 2021; Yusuf & Atassi, 2016). Leaders act as change agents, fostering psychological safety and enabling long-term learning.

Another key dimension is innovation culture, encompassing openness to change, tolerance for failure, and encouragement of collaboration and ideation. Public institutions must dismantle hierarchical rigidity, promote transparency, and empower staff to contribute ideas without fear (Leron & Baconguis, 2021).

Resource availability is critical, as innovation relies on sufficient financial, technological, and human capital. Efficient mobilization and strategic alignment of these resources ensure that innovation efforts remain sustainable and responsive to evolving demands (Rahman et al., 2016).

Finally, tools and techniques for innovation development and evaluation—such as benchmarking systems, KPIs, monitoring frameworks, and digital platforms—support the operationalization of innovation. They allow institutions to systematically measure, refine, and

align initiatives with strategic goals, fostering adaptive governance and evidence-based decision-making (El Bassiti & Ajhoun, 2016).

#### **2.4.2. Institutional Excellence: Concept and Dimensions**

Institutional excellence reflects an organization's capacity to enhance performance, meet stakeholder expectations, and deliver sustainable public value. It goes beyond operational efficiency to include strategic agility, ethical leadership, and citizen-centered outcomes (Rahman et al., 2016). Excellence is a dynamic process of continuous improvement embedded in values, culture, and governance structures.

This study evaluates institutional excellence through two dimensions: leadership excellence, which captures clarity of vision, ethical governance, and staff empowerment, and service delivery excellence, which emphasizes efficient, accessible, and culturally responsive programs—particularly relevant to the Ministry of Culture (Shehadeh & Abu Al-Haija, 2024). These dimensions serve as indicators of the effectiveness of innovation management.

#### **2.4.3. Innovation, Excellence, and Hypotheses**

The research proposes one main hypothesis and four sub-hypotheses, examining the influence of innovation management dimensions on institutional excellence. Sub-hypotheses H1–H4 test the effects of:

1. Senior leadership support,
2. Innovation culture,
3. Resource availability, and
4. Tools and techniques,

on the two excellence dimensions—leadership and service delivery—within the Ministry of Culture. This framework ensures operational clarity, facilitates empirical testing, and aligns the study with Saudi Arabia's Vision 2030 priorities.

#### **2.4.4. Theoretical Integration and Operational Relevance**

The dimensions selected in this study are grounded in international frameworks of institutional excellence and resilience (Berger, Dalluege, & Franz, 2021). Sustainable performance is achieved through the alignment of leadership, organizational culture, systemic support, and learning

mechanisms. In this framework, senior leadership corresponds to strategic governance and coherence, innovation culture aligns with psychological safety and creativity, resource availability reflects system readiness and strategic orchestration, and tools and techniques embody institutional learning and performance optimization.

On the excellence side, leadership excellence captures the emotional intelligence, vision, and ethical grounding required to navigate complexity, while service delivery excellence reflects the institution's ability to adapt and provide value amid social and technological change. These theoretical intersections justify the study's design and validate the logical and academic grounding of its hypotheses.

### 2.5. Application in the Current Research

The operational model utilizes a structured quantitative survey distributed to employees of the Ministry of Culture to assess perceptions of innovation practices and their impact on institutional performance. The survey items are directly derived from the theoretical dimensions discussed—senior leadership support, innovation culture, resource availability, and tools and techniques—and adapted from validated instruments (Leron & Baconguis, 2021; Rahman et al., 2016), ensuring contextual relevance to the Saudi public sector.

To enhance reliability and validity, the questionnaire underwent expert review and pilot testing, confirming clarity, cultural appropriateness, and capacity to capture nuanced employee insights. The resulting data allows empirical testing of the four sub-hypotheses and provides a comprehensive understanding of how each innovation management dimension contributes to leadership and service delivery excellence. This approach not only validates the theoretical framework but also generates actionable insights to guide institutional reform in alignment with Vision 2030.

### 3. Arabic Studies – Summary

Several recent studies have examined innovation management and its impact on institutional performance in Saudi Arabia:

- 1- **Al-Shahrani & Al-Thuwaini (2024) conducted a study titled “Developing the Performance of Educational Training Department Managers in the Kingdom of Saudi Arabia in Light of Innovation Management.”**

This research aimed to explore the existing practices of educational training department managers in Saudi Arabia regarding various dimensions of innovation management and to identify the obstacles that hinder the development of such practices. The study employed a descriptive-analytical approach, covering the entire population of 94 managers (47 males and 47 females) across educational training departments in the Kingdom. The findings highlighted that one of the most effective strategies for fostering and disseminating a culture of innovation within training departments is the use of modern communication technologies and involving staff in decision-making processes to enhance a sense of belonging and dialogue. Effective approaches to motivating and encouraging staff included promoting teamwork, collaboration, and loyalty. Furthermore, the study found that efforts to retain creative individuals should involve including them in developing professional development programs and motivating them through promotion opportunities to higher leadership roles. A significant challenge identified was the lack of financial resources, which hinders the effectiveness of innovation practices. The study recommended enhancing training systems by aligning actual job tasks with training program objectives through needs assessment and by tailoring programs to match trainees' skills and capacities.

**2- Al-Ghamdi (2024) conducted a study titled “The Reality of Innovation Management Practices and Their Relationship with Achieving Organizational Sustainability at King Saud University from the Perspective of Faculty Members.”**

The study aimed to assess the level of innovation management practices and organizational sustainability at King Saud University and to investigate the relationship between the two as perceived by faculty members. It also examined whether statistically significant differences exist in responses based on gender, years of experience, and academic rank. A descriptive-correlational methodology was adopted, with data collected from a sample of 130 faculty members from the Common First Year program. The study's instrument consisted of two main sections: innovation management (administrative, marketing, technical, and strategic dimensions) and organizational sustainability (economic, social, and environmental dimensions). Results indicated a high level of both innovation management practices and organizational sustainability, and revealed a very strong positive correlation between the two, particularly between marketing innovation and organizational sustainability performance. Statistically significant differences were observed based on gender (favoring males) and academic rank (favoring associate professors), whereas no differences were found based on years of experience. The study recommended leveraging the

strong link between innovation management and sustainability, enhancing administrative innovation, and improving decision-making processes to further strengthen institutional performance.

**3- Al-Zamil (2022) conducted a study titled “Requirements for Innovation Management in Saudi Universities.”**

The objective was to identify key requirements for innovation management in Saudi universities across three dimensions: organizational, material, and cultural. The study used a descriptive survey methodology and designed a comprehensive questionnaire based on the Global Innovation Index. The tool was administered to 240 academic leaders, including deans, vice-deans, department heads, and administrative directors engaged in innovation management. Findings showed that innovation management requirements were rated highly overall, with cultural requirements ranked first, followed by material requirements, and then organizational requirements. The study recommended improving administrative procedures, enhancing the global ranking of Saudi universities, encouraging patent registration, promoting knowledge sharing, supporting the production of innovative knowledge, developing universities’ competitive advantages, localizing innovation-supportive technologies, collaborating with experts, focusing on research quality, developing human capital, improving the quality and quantity of student enrollment, attracting skilled professionals, increasing the number of research chairs, and raising the proportion of international students.

**4- Hamdi (2020) conducted a study titled “The Role of Innovation Management in Enhancing Competitive Advantage Under the Principles of Social Responsibility: A Case Study of Selected Algerian Economic Institutions.”**

This study sought to highlight how innovation management can boost competitive advantage while incorporating social responsibility principles. Using a descriptive-analytical approach, data were collected from a purposive sample of 110 supervisory-level respondents, supplemented by interviews. Results showed a positive impact of innovation management on competitive advantage, with social responsibility acting as a mediating variable that strengthened the relationship. The indirect effect (through social responsibility) was found to be stronger than the direct effect of innovation management. The study recommended increasing focus on the social dimension of social responsibility, integrating these principles into innovation activities, and

improving transparency by disclosing environmental and social performance indicators to strengthen customer loyalty and institutional reputation.

**5- Slatni & Sebti (2019) conducted a study titled “The Role of Creativity and Innovation in Improving Institutional Performance: A Case Study of Algeria Telecom – Tebessa.”**

The study aimed to highlight the importance of creativity and innovation in enhancing institutional performance, particularly within SMEs that often face financial, technological, and human resource constraints. A descriptive-analytical methodology was adopted, and data were collected from a sample of 67 employees from Algeria Telecom – Tebessa. Results revealed a positive impact of adopting creativity and innovation practices on improving institutional performance. The researchers stressed that fostering creativity and innovation should be considered a strategic priority to ensure institutional survival and long-term sustainability. They recommended creating a supportive work environment with adequate resources and internal systems to nurture innovation and overcome challenges.

**6- Delhi et al. (2024) conducted a study titled “Innovation in Business Management: Exploring the Path to Competitive Excellence.”**

The study explored the role of innovation in business management and its contribution to achieving competitive excellence. Data were collected from 150 respondents representing SMEs across four sectors in Indonesia (fashion, furniture, home décor, and services). The study used a descriptive-analytical methodology, and data were analyzed using Structural Equation Modeling (SEM) with SmartPLS. Findings showed that innovation significantly influences business management dimensions, including strategy, processes, and marketing, and enables organizations to build sustainable competitive advantages. Leadership support, organizational culture, and risk-handling capacity were identified as critical factors influencing innovation adoption. The study recommended fostering an innovation-driven culture within SMEs, supported by strong leadership and risk management frameworks, to strengthen competitiveness and performance in complex and dynamic markets.

**7- Alzuod et al. (2024) conducted a study titled “The Impact of Managerial Innovation on Institutional Excellence in Jordanian Private Hospitals.”**

The aim was to examine the effect of managerial innovation dimensions—novelty, adaptability, and foresight—on institutional excellence, which included leadership excellence, human excellence, and service excellence. The researchers used a descriptive-analytical methodology and

adopted a full survey approach targeting senior and mid-level hospital managers. The study population comprised 160 managers, of whom 120 completed questionnaires were retrieved and analyzed, yielding a response rate of 75%. The results revealed a moderate relationship ( $R^2 = 0.51$ ) between managerial innovation and institutional excellence, with foresight having the strongest effect among the innovation dimensions. Adaptability, however, showed no statistically significant impact. Both managerial innovation and institutional excellence were found to be at average levels in the studied hospitals. The study recommended that decision-makers focus on enhancing foresight capabilities, developing strategic planning processes, and promoting a stronger culture of innovation to raise the level of institutional excellence in the healthcare sector.

**8- Živanović et al. (2023) carried out a study titled “Innovation Management on the Road to Business Excellence.”**

The objective was to demonstrate how advancing innovation through practical software solutions could improve business excellence. The researchers leveraged their expertise to design and implement original software solutions aimed at improving document management and innovation processes within organizations. The study used the descriptive-analytical method and applied the 2013 EFQM (European Foundation for Quality Management) model to evaluate results. Findings revealed measurable improvements in economic sustainability and business performance following the implementation of innovation management tools. The researchers concluded that strengthening innovation capabilities is a prerequisite for achieving sustainable development and increasing organizational competitiveness in both domestic and international markets. They recommended that organizations integrate advanced technological tools and knowledge management systems as part of their innovation strategies to maintain a competitive edge.

**9- Daharat et al. (2022) conducted a study titled “The Impact of Integrated Management Systems on Organizational Excellence and Innovation.”**

This study aimed to explore the relationship between Integrated Management Systems (IMS), organizational excellence, and innovation. The researchers used a primarily quantitative design, supported by qualitative techniques such as narrative research, interviews, and case studies, adopting a descriptive-analytical methodology. The findings confirmed that IMS significantly influences both organizational excellence and innovation, with all direct, indirect, and cumulative effects being statistically significant. IMS was found to provide a team-oriented managerial philosophy that enhances technology management, aligns organizational processes, and facilitates

the achievement of desired performance outcomes. The study recommended that organizations integrate internal innovation systems into their structures to maximize the benefits of IMS, improve operational efficiency, and create a culture that supports continuous improvement and innovation.

**10-Alamiri et al. (2020) conducted a study titled “The Mediating Role of Innovation in the Relationship Between Achievement, Enablers, and Organizational Excellence: A Model of Organizational and Business Excellence.”**

The main objective was to measure the impact of achievement, empowerment (enablers), and innovation on organizational excellence. To achieve this, the researchers carried out an extensive literature review, analyzing academic studies, governmental and non-governmental reports, best practice frameworks, and international standards, using a descriptive-analytical approach. The study concluded that achievement, empowerment, and innovation collectively and significantly contribute to organizational excellence. The researchers emphasized that innovation serves as a key mediator linking enablers and achievements to overall organizational success. They recommended applying this model practically in organizations in an economically feasible way to boost productivity, efficiency, and service quality. The study stressed that excellence should be a strategic goal across all organizational functions, aligning with global trends in business excellence frameworks. These studies collectively indicate that innovation management positively affects institutional performance, sustainability, and excellence, while highlighting common barriers such as resource limitations, cultural challenges, and the need for strategic alignment and human capital development.

### **3.1. Commentary on Previous Studies**

The researcher has drawn upon previous studies in formulating the research problem and objectives, as well as in designing the questionnaire for the current study.

Al-Shahrani and Al-Thuwaini (2024) emphasized that one of the major obstacles hindering the development of practices in innovation management is the lack of financial support and resources, which consequently impedes innovation and its effectiveness. In contrast, Al-Ghamdi (2024) highlighted the importance of leveraging the strong relationship between innovation management and organizational sustainability, noting its contribution to improving decision-making processes and enhancing administrative innovation and sustainability within universities.

Al-Zamil (2022) recommended improving administrative procedures related to innovation, encouraging the registration of more patents, enhancing knowledge exchange, supporting the production of innovative knowledge, creating a competitive advantage, localizing innovation-supporting technologies, and fostering collaboration with experts. Likewise, Hamdi (2020) pointed to a positive impact of innovation management on competitive advantage.

Salatni and Sebti (2019) indicated that creativity and innovation are among the most important strategies adopted by institutions to ensure long-term sustainability and survival. Moreover, Delhi et al. (2024) identified key factors affecting the implementation of innovation, including leadership support, organizational culture, and the capacity to manage risks. Alzuod et al. (2024) confirmed that managerial creativity - characterized by modernity, adaptability, and resilience - significantly influences institutional excellence, leadership excellence, human capital excellence, and service excellence. Furthermore, Živanović et al. (2023) emphasized that enhancing innovation is a fundamental requirement for sustainable development and organizational competitiveness in both local and international markets. Similarly, Daharat et al. (2022) found that integrated management tools have a significant impact on organizational excellence and innovation. The findings of Alamiri et al. (2020) concluded that achievement, empowerment, and innovation collectively influence the realization of organizational excellence.

#### 4. Research Methodology:

This study relied on the descriptive-analytical approach due to the nature of the research problem and its objectives, as it aims to study the impact of innovation management practices on institutional excellence in a government context, and to determine the relationship between the dimensions of innovation management and institutional results in the Ministry of Culture in the Kingdom of Saudi Arabia. This approach allows to describe the current reality, analyze the relationships between variables, and draw practical conclusions.

Data were collected from primary and secondary sources. A structured questionnaire was designed based on a review of the relevant literature and theoretical models, and was distributed to a sample of Ministry of Culture employees using the simple random sampling method, where the sample size reached 99 participants out of 1,178 employees. The questionnaire included demographic questions, in addition to measuring the dimensions of innovation management

(senior leadership commitment, culture of innovation, availability of resources, use of tools and technologies) and organizational excellence (leadership excellence, quality of service delivery).

The data were processed using SPSS software, and the analyses included: Kolmogorov-Smirnov test for data distribution, arithmetic averages and standard deviation, Cronbach's alpha coefficient for measuring internal stability, correlation coefficients, and simple and multiple regression analysis to test the impact of innovation management dimensions on organizational excellence. The impact level was classified into low, medium, and high according to the specified numerical values.

The questionnaire was designed on a five-point Likert scale (from "strongly agree" to "strongly disagree"), which made it possible to measure the level of agreement with each statement and to analyze attitudes and perceptions related to the objectives of the study. The components of the questionnaire amounted to 30 items distributed over 6 main dimensions, which enabled the researcher to evaluate the comprehensiveness of the impact of innovation management on institutional excellence in the Ministry.

## 5. Results and Analysis:

This chapter aims to present and analyze the results of the field study based on the data collected from the research sample. A set of statistical tests were conducted to verify the validity and consistency of the study tool, analyze the demographic characteristics of the participants, extract descriptive statistics for the independent and dependent study variables, and finally test the hypotheses of the study using appropriate statistical analyses.

### 5.1. Validity:

This part aims to verify the validity of the study tool (questionnaire) and ensure that it is able to measure the target variables. Face validity was relied on by presenting the questionnaire to a group of referees specialized in the fields of management and innovation, where they reviewed the statements to ensure their clarity and relevance to the objectives of the study. Based on their observations, slight modifications were made to the wording and arrangement of some of the phrases to strengthen the tool's relevance to the theoretical framework of the study.

**Table 1:** Correlation of Items Related to Excellence in Service Delivery

| Axis                     | Dimension                                                                | Lowest Correlation | Highest Correlation | Sig. Level |
|--------------------------|--------------------------------------------------------------------------|--------------------|---------------------|------------|
| Innovation Management    | Commitment and Continuous Support of Top Leadership                      | 0.850              | 0.895               | 0.01**     |
|                          | Promoting a Culture of Innovation                                        | 0.600              | 0.735               | 0.01**     |
|                          | Providing Financial, Human, and Technological Resources                  | 0.358              | 0.554               | 0.01**     |
|                          | Utilizing Tools and Techniques for Innovation Development and Evaluation | 0.473              | 0.587               | 0.01**     |
| Institutional Excellence | Leadership Excellence                                                    | 0.551              | 0.642               | 0.01**     |
|                          | Excellence in Service Delivery                                           | 0.480              | 0.569               | 0.01**     |

The data of the table indicate that the correlation coefficients for all dimensions of the study tool came within statistically acceptable levels and a function at the level of (0.01), which confirms the validity of the research tool and its ability to measure the target variables. The dimension of senior leadership's commitment and support to innovation achieved the highest correlation coefficients ranging from (0.850) to (0.895), which reflects the strength of the harmony of the phrases associated with this dimension and the importance of the role of leadership in promoting organizational innovation. While the correlation coefficients in the resource provision dimension came within the average levels ranging between (0.358) and (0.554), which may reflect the existence of a disparity in the availability of financial, human and technological resources needed to support innovation.

As for the dimensions of institutional excellence, the results were similar, as the correlation coefficients in the dimension of leadership excellence ranged between (0.551) and (0.642) and in the dimension of excellence in service delivery between (0.480) and (0.569), which indicates that there is an acceptable consistency between the phrases and confirms the ability of the tool to reliably measure the concepts of effective leadership and the quality of service delivery.

## 5.2. Reliability:

The reliability of the study tool was assessed using Cronbach's Alpha coefficient to measure internal consistency. This test reflects the tool's accuracy and stability when applied repeatedly under similar conditions. The closer the Cronbach's Alpha value is to 1, the higher the reliability. A coefficient of 0.6 or higher is generally considered acceptable. The results are presented in the following table.

**Table 2:** Cronbach's alpha reliability coefficient for each axis of the study

| Variable                                                                                    | N. | Cronbach's Alpha |
|---------------------------------------------------------------------------------------------|----|------------------|
| Commitment and continuous support of top leadership for innovation                          | 5  | 0.916            |
| Promoting a culture of innovation within the organization                                   | 5  | 0.878            |
| Providing the necessary financial, human, and technological resources to support innovation | 5  | 0.903            |
| Utilizing appropriate tools and techniques to develop and evaluate innovations              | 5  | 0.934            |
| Total                                                                                       |    | 0.960            |
| Leadership Excellence                                                                       | 5  | 0.933            |
| Excellence in Service Delivery                                                              | 5  | 0.904            |
| Total                                                                                       |    | 0.947            |
| All Questions                                                                               |    | 0.934            |

The Cronbach's Alpha coefficients for all individual dimensions ranged between 0.878 and 0.934, which demonstrates a high level of internal consistency across the study axes.

## 5.3. Descriptive Statistics for Demographic Data:

**Table 3:** Demographic Distribution of the Study Sample by Gender, Educational Qualification, Years of Experience, and Job Title

| Variable                  | Levels               | Frequency | Percentage (%) |
|---------------------------|----------------------|-----------|----------------|
| Gender                    | Female               | 46        | 46.5           |
|                           | Male                 | 53        | 53.5           |
| Educational Qualification | High School or Below | 9         | 9.1            |
|                           | Bachelor's Degree    | 45        | 45.5           |
|                           | Postgraduate Studies | 45        | 45.5           |

|                     |                         |    |      |
|---------------------|-------------------------|----|------|
| Years of Experience | Less than 5 years       | 30 | 30.3 |
|                     | 5 to less than 10 years | 12 | 12.1 |
|                     | 10 years or more        | 57 | 57.6 |
| Job Title           | Leader / Manager        | 31 | 31.3 |
|                     | Employee                | 68 | 68.7 |

The above table shows the demographic distribution of the study sample according to the main variables. In terms of gender, males (53) accounted for 53.5% of the total sample, while females (46) accounted for 46.5%, reflecting a relatively balanced representation of both sexes. As for the academic qualification, the results showed that the majority of the sample members hold high academic qualifications, as the percentage of bachelor's degree holders reached 45.5% (45 participants), which is the same percentage for postgraduate holders, while those with a secondary qualification or the lowest constituted a limited percentage of only 9.1%.

In terms of years of experience, more than half of the participants (57.6%) had 10 years or more of work experience, reflecting a sample with deep professional experience, while 30.3% of those with less than five years of experience and 12.1% of those with 5 to less than 10 years of experience were 12.1%. Finally, with regard to job titles, employees made up the majority at 68.7% compared to 31.3% of leaders and managers, reflecting broader participation from the operational level in the organization and giving the study a comprehensiveness in field views.

#### 5.4. Descriptive Statistics for Dependent Variables:

**Table 4:** Mean and Standard Deviation of Study Dimensions (Innovation Management and Institutional Excellence)

| Axis / Dimension                                          | Overall Mean | Standard Deviation |
|-----------------------------------------------------------|--------------|--------------------|
| <b>Innovation Management</b>                              |              |                    |
| Leadership Commitment and Support                         | 3.96         | 0.83               |
| Promoting Innovation Culture                              | 3.69         | 0.88               |
| Providing Financial, Human, and Technological Resources   | 3.73         | 0.86               |
| Utilizing Tools and Techniques for Innovation Development | 3.76         | 0.85               |
| <b>Institutional Excellence</b>                           |              |                    |
| Leadership Excellence                                     | 3.73         | 0.94               |
| Excellence in Service Delivery                            | 3.82         | 0.82               |

The results shown in the table above indicate that all dimensions of the study have high scores of arithmetic averages, reflecting a positive evaluation by the study sample of both Innovation Management and Institutional Excellence. As for the innovation management axis, the commitment and continuous support of the senior leadership was higher with an average of (3.96), which indicates the participants' awareness of the vital role of leadership in fostering a culture of innovation and supporting new initiatives. It was followed by the use of tools and technologies to develop innovation with an average of (3.76), and the provision of financial, human and technical resources with an average of (3.73), while after promoting a culture of innovation with an average of (3.69), which indicates that there is room to improve the mechanisms of motivation and rewards within the organization.

As for the Institutional Excellence Axis, the Excellence in Service Delivery dimension was recorded above average (3.82), which reflects the Foundation's commitment to improving the quality of services and using technology to achieve beneficiary satisfaction, followed by the Leadership Excellence dimension with an average of (3.73), which highlights the importance of effective leadership in guiding teams and stimulating institutional performance. Overall, the results indicate that the sample evaluates all dimensions with high scores, with slight differences between dimensions that reflect the priorities and relative strength of each dimension within the organization, which provides clear indications of where to focus to promote innovation and organizational excellence in the future.

### 5.5. Testing the Study Hypotheses:

#### Overall Analysis of the Main and Sub-Hypotheses for Innovation Management and Institutional Excellence

**Table 5:** Multiple Linear Regression Analysis Results for the Main and Sub-Hypotheses Regarding the Dimensions of Innovation Management and Their Impact on Institutional Excellence

| Hypothesis      | Variable                               | R     | R <sup>2</sup> | Adjusted R <sup>2</sup> | Beta  | t-value | Sig.  | Result      |
|-----------------|----------------------------------------|-------|----------------|-------------------------|-------|---------|-------|-------------|
| Main Hypothesis | Innovation Management (all dimensions) | 0.830 | 0.688          | 0.685                   | 0.830 | 14.635  | 0.000 | Significant |

|                  |                                                         |       |       |       |       |        |       |             |
|------------------|---------------------------------------------------------|-------|-------|-------|-------|--------|-------|-------------|
| Sub-Hypothesis 1 | Top leadership commitment & support                     | 0.692 | 0.478 | 0.473 | 0.692 | 9.434  | 0.000 | Significant |
| Sub-Hypothesis 2 | Promoting innovation culture                            | 0.773 | 0.598 | 0.594 | 0.773 | 12.016 | 0.000 | Significant |
| Sub-Hypothesis 3 | Providing financial, human, and technological resources | 0.666 | 0.443 | 0.438 | 0.666 | 8.788  | 0.000 | Significant |
| Sub-Hypothesis 4 | Utilizing tools & techniques for innovation             | 0.792 | 0.627 | 0.623 | 0.792 | 12.778 | 0.000 | Significant |

The results indicate that all dimensions of innovation management have a significant positive effect on institutional excellence. The main hypothesis shows a strong overall effect ( $R = 0.830$ ,  $R^2 = 0.688$ ), while all sub-hypotheses are also significant, with standardized beta coefficients ranging from 0.666 to 0.792. These findings confirm that leadership commitment, innovation culture, resource provision, and use of tools and techniques each contribute meaningfully to enhancing institutional excellence.

### The Impact of Personal Variables on Innovation Management and Institutional Excellence (Sixth Sub-Hypothesis)

**Table 6:** Mann-Whitney and Kruskal-Wallis Test Results for the Effect of Personal Variables on the Role of Innovation Management and Institutional Excellence

| Personal Variable         | Test           | Sig. Innovation Management | Sig. Institutional Excellence | Result          |
|---------------------------|----------------|----------------------------|-------------------------------|-----------------|
| Gender                    | Mann-Whitney U | 0.768                      | 0.722                         | Not Significant |
| Educational Qualification | Kruskal-Wallis | 0.192                      | 0.201                         | Not Significant |
| Years of Experience       | Kruskal-Wallis | 0.075                      | 0.079                         | Not Significant |

|           |                |       |       |                 |
|-----------|----------------|-------|-------|-----------------|
| Job Title | Kruskal-Wallis | 0.771 | 0.283 | Not Significant |
|-----------|----------------|-------|-------|-----------------|

The results indicate that there are no statistically significant differences in the role of innovation management and institutional excellence based on employees' personal variables, such as gender, educational qualification, years of experience, and job title. This suggests that the impact of innovation management on institutional excellence is consistent across all employee categories at the Ministry of Culture in the Kingdom of Saudi Arabia.

## 6. Conclusion:

Based on the statistical analysis and the results of the study, it can be concluded that the Innovation Department plays a pivotal role in achieving institutional excellence within the Ministry of Culture in the Kingdom of Saudi Arabia. The results showed that the key dimensions of innovation management, namely: senior leadership's commitment and continuous support for innovation, fostering a culture of innovation within the organization, providing the necessary financial, human and technical resources to support innovation, and using appropriate tools and techniques to develop and evaluate innovations, contribute significantly to enhancing both leadership excellence and excellence in service delivery.

The results also indicate that the effectiveness of innovation management is not affected by personal variables such as gender, age, years of experience, educational qualification, or job title, demonstrating that innovation practices are applied equally to all employees. The results also showed strong support from senior innovation leadership, a positive organizational culture that encourages the exchange of ideas, the provision of adequate resources, and the effective use of innovation management tools, enhancing leadership performance, improving the quality of institutional services, and creating a sustainable path towards organizational excellence.

## 7. Summary of Findings:

- 1- All dimensions of innovation management have a statistically significant impact on achieving institutional excellence in the Ministry of Culture ( $\alpha \leq 0.05$ ).
- 2- The commitment of senior leadership and continuous support for innovation greatly impacts organizational excellence.
- 3- Promoting a culture of innovation within the organization greatly enhances leadership excellence and service excellence.

- 4- Providing the necessary financial, human and technical resources supports innovation and positively impacts institutional excellence.
- 5- Using the right tools and techniques to develop and evaluate innovations effectively contributes to achieving organizational excellence.
- 6- Personal variables (gender, age, years of experience, educational qualification, job title) do not significantly affect the role of innovation management in achieving organizational excellence.
- 7- Participants showed a high level of agreement on senior leadership's support for innovation, particularly in the sharing of knowledge and experience.
- 8- Opinions have generally been positive about the culture of innovation within the organization, especially with regard to the freedom of exchange of ideas, while the reward system has received a relatively lower rating.
- 9- The results indicate that adequate resources are available to support innovation, with a focus on a dedicated innovation management team.
- 10- Participants agreed on the effectiveness of the use of tools and standards in the management of innovation projects, with the highest ratings for documentation and learning from innovation outcomes.
- 11- Participants note strong leadership excellence, particularly in fostering innovation and data-driven decision-making.
- 12- The employees expressed high satisfaction with the quality of service delivery, especially with regard to the use of technology and the Ministry's commitment to improving the experience of the beneficiaries.

## 8. Recommendations:

- 1- The researcher recommends strengthening all dimensions of innovation management within the Ministry, given their significant impact on achieving institutional excellence at both leadership and service levels.
- 2- The researcher recommends enhancing the commitment and continuous support of top leadership for innovation by adopting clear strategic policies and motivational practices that reflect a forward-looking vision for innovation.

- 3- The researcher recommends promoting a culture of innovation within the organization by creating a supportive environment that encourages idea sharing and collaboration, and by developing a fair system to recognize and reward outstanding innovation.
- 4- The researcher recommends allocating sufficient and sustainable financial, human, and technological resources to support innovation initiatives, along with capacity-building programs for employees in this field.
- 5- The researcher recommends utilizing modern tools and scientific methodologies to develop and evaluate innovations to ensure sustainable innovation outcomes and measurable institutional progress.
- 6- The researcher recommends applying inclusive and flexible innovation policies that are not influenced by personal variables (gender, age, experience, qualification, or job title) to ensure equal contribution toward institutional excellence.
- 7- The researcher recommends maintaining strong support from senior leadership for innovation practices and reinforcing a culture of knowledge and experience sharing among employees.
- 8- The researcher recommends improving the reward and recognition systems for innovative contributions to sustain employees' motivation while continuing to promote open communication and creative freedom.
- 9- The researcher recommends ensuring the sustainability of resources dedicated to innovation and leveraging the role of the specialized innovation management team to lead creative initiatives effectively.
- 10- The researcher recommends systematically documenting innovation project outcomes and using them to inform decision-making and improve institutional learning and practices.
- 11- The researcher recommends enhancing leadership capabilities through training programs focused on innovative leadership and data-driven decision-making.
- 12- The researcher recommends ongoing investment in service quality improvement, particularly through digital transformation and customer experience enhancement as a strategic objective.

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