

The Impact of Organizational Culture on Organizational Innovation with mediation role of Strategic Leadership in Saudi Arabia

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Abstract: Organizational innovation plays a critical role in driving sustainable growth and competitiveness within today's fast-paced business landscape. To cultivate a culture of innovation and achieve success in this dynamic environment, organizations must prioritize both a strong organizational culture and effective strategic leadership. This study delves into the relationship between organizational culture and organizational innovation, with a specific focus on the mediating role of strategic leadership in Saudi Arabian businesses. Through a cross-sectional study design, data was collected from employees working in various Saudi Arabian organizations. Employing structural equation modeling via SmartPLS 4, the research findings reveal a direct and significant influence of organizational culture on organizational innovation, further emphasizing the mediating role of strategic leadership. The implications of this research are discussed, providing valuable insights for academics, scholars, and policymakers alike.

Keywords: Culture, Strategic Leadership, Innovation, Business.

1 Introduction

Organizational culture and innovation are two key drivers of success in today's rapidly changing business environment. Organizational culture refers to the shared values, beliefs, norms, and behaviors that shape the unique identity and character of an organization. On the other hand, organizational innovation is the process of introducing new ideas, products, services, or processes that create value and promote competitiveness. Understanding the relationship between organizational culture and innovation is crucial for organizations seeking to thrive in dynamic and competitive markets. Previous research has attempted to identify various factors that contribute to organizational innovation, including individual, environmental, and organizational elements. However, these efforts have produced inconsistent and scattered results [1,2,3,4]. One notable limitation of existing models is their failure to adequately consider the human aspect of innovation, particularly the impact of organizational culture, as they tend to focus solely on structural factors. Scholars have emphasized the significance of organizational culture and employees' perceptions of organizational values and aspirations in understanding the innovation process [5,6,7]. Managing and leading innovation is challenging due to its unpredictable nature, making it difficult to rely solely on formal rules and procedures. Instead, cultivating an innovative culture can serve as an alternative to rigid structural frameworks [8]. While recognizing the complex nature of organizational innovation influenced by various internal and external factors, researchers also acknowledge that not all cultural values have an equal impact on fostering innovation [9,10]. Values such as risk-taking behavior, creativity, challenging established norms, independence, autonomy, flexibility, adaptation, questioning the status quo, and accepting mistakes are all conducive to encouraging innovative efforts [11]. The importance of culture's impact on innovation has been widely acknowledged in the fields of international management and organizational development, given its contribution to commercial and economic growth [12,13]. However, there is a lack of consensus regarding whether strong cultures promote or hinder organizational innovation. The question of which cultural values management should prioritize to foster and enhance innovation within their organizations remains unanswered. Weak cultures provide flexibility to respond to new and changing circumstances, while strong cultures enable swift responses to established conditions [14]. However, strong cultures may impede quick reactions to unexpected situations due to their adherence to existing organizational philosophies. The aim of this study was not to test a complex model but to gain a deeper understanding of the relationship between organizational culture and organizational innovation. Specifically, this research aims to examine whether organizational culture influences organizational innovation. In addition to organizational culture, strategic leadership plays a critical role in influencing innovation outcomes. Strategic leaders have the ability to align organizational vision, goals, and strategies with the changing external environment. They provide guidance, support, and resources necessary for promoting a culture of innovation. Thus, strategic leadership may act as a mediator in the relationship between organizational culture and organizational innovation.

Saudi Arabia is experiencing significant economic growth and transformation. The Kingdom has recognized the importance

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of fostering a culture of innovation to drive economic diversification and reduce its dependency on oil revenues as per Saudi Vision 2030. Therefore, it becomes essential to explore the impact of organizational culture on organizational innovation within the Saudi Arabian context. This research aims to investigate the impact of organizational culture on organizational innovation, with a particular focus on the mediation role of strategic leadership within Saudi Arabian organizations. By examining these relationships, this study seeks to contribute to the existing body of knowledge on organizational behavior and provide valuable insights for organizations operating in Saudi Arabia. The findings of this research will contribute to the theoretical understanding of the impact of organizational culture on organizational innovation, with the mediating role of strategic leadership. Moreover, the practical implications of this study will assist organizations in Saudi Arabia in developing strategies to foster a culture of innovation and leverage the potential of strategic leadership to drive innovation outcomes. Ultimately, this research aims to provide valuable insights for organizations operating in Saudi Arabia and contribute to the broader understanding of organizational culture and innovation within the field of organizational behavior.

The sections included in this study are as follows: The research gap and the rationale for conducting the study to meet the objective and provide an answer to the research question are described in the first part. The conceptual framework and the development of the hypotheses are shown in the second part. The study's design and the methods utilized for collecting and analyzing data are covered in the third part. The structural equation modeling was used to analyze the results. The discussion and conclusion are included in the fourth part. The last section covers the study limitation and future research direction.

2. Literature Review and Hypotheses Development:

2.1. Resource-Based View:

The Resource-Based View (RBV) theory provides valuable insights into the relationship between organizational culture, strategic leadership, and organizational innovation [15]. RBV suggests that a firm's unique bundle of resources and capabilities is key to achieving and sustaining competitive advantage. When it comes to organizational culture, RBV highlights the significance of a strong and well-aligned culture as a valuable resource that can guide employee behavior and decision-making.

Hoopes et al. [16] conducted an empirical study highlighting the focus of the resource-based view on assessing an organization's ability to sustain itself in competitive environments. Competitors can be identified by comparing various factors such as products, services, resources, scalability, and capabilities, as indicated by Barney [17,18] and Wernerfelt [15]. The resource-based view provides a framework for predicting how organizational culture can influence competitive advantage by shaping and maintaining specific employee behaviors and activities [19]. Porter [20] suggests that potential resources are crucial for organizations to strengthen their competitive position, achieve goals, and fulfill their mission and vision. Resources become particularly significant when organizations need to implement changes or adopt new strategies, allowing them to enhance their systems and deliver effective and efficient outcomes. Barney [17] concludes that sustainable competitive advantage stems from resources that are difficult to imitate or substitute, thereby enabling consistent performance over time.

Organizational culture encompasses the shared values, beliefs, and norms that shape the way employees think, act, and interact within the organization [21]. A positive and innovation-oriented culture can foster collaboration, creativity, and adaptability, driving organizational performance. For instance, organizations that prioritize a culture of learning and continuous improvement are more likely to encourage innovation and experimentation. Such a culture promotes knowledge sharing, risk-taking, and openness to new ideas, creating an environment where employees feel empowered to contribute their unique perspectives and engage in problem-solving [22].

Strategic leadership plays a crucial role in leveraging and aligning organizational resources and capabilities. Effective strategic leaders provide vision, direction, and guidance, ensuring that the organization's culture, processes, and structures align with strategic objectives [23]. They are responsible for identifying and leveraging the firm's resources in a way that creates a sustainable competitive advantage. Strategic leaders also play a vital role in nurturing an environment that encourages experimentation, creativity, and knowledge sharing [24]. They set the tone for innovation by promoting a culture that values and rewards innovative thinking and risk-taking.

Organizational innovation is a key driver of competitive advantage, and RBV emphasizes the importance of developing unique and valuable resources to create innovations that are difficult to replicate. This involves investments in research and development, intellectual property, proprietary technologies, and talented employees. Organizations that embrace innovation as part of their culture and are led by strategic leaders who champion and support innovative initiatives are more likely to gain a competitive edge in the market. By recognizing the importance of internal resources and capabilities, including culture, leadership, and innovation, organizations can create and sustain a competitive advantage in a dynamic business environment. Cultivating a positive and innovation-oriented culture, aligning resources through strategic leadership, and fostering a climate of innovation are essential for organizations seeking to thrive and outperform their competitors. Figure 1 presents the research

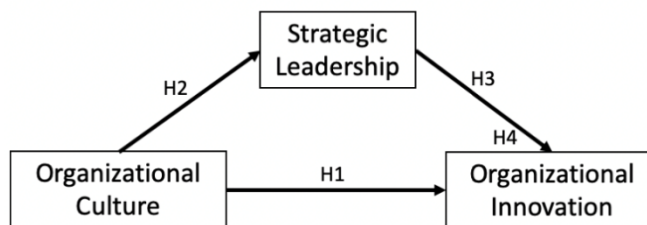


Fig 1. Model for Organizational Innovation

2.2. Organizational Innovation:

Organizational innovation, as defined by the OECD's Oslo Manual: Guidelines for Collecting and Interpreting Innovation Data (3rd edition, 2005), refers to the adoption of new methods, structures, or practices within a company or organization [25]. It focuses on improving the overall performance and efficiency of an organization by implementing changes in management systems, workplace organization, and business processes. This type of innovation is categorized alongside product, process, and marketing innovations. Organizational innovation encompasses various aspects of an organization's operations. It can involve the introduction of new management techniques and practices, such as implementing performance-based incentive systems or adopting new leadership styles. Additionally, it may include the redesign of work processes and practices to enhance productivity and efficiency, such as implementing new workflows or quality control systems. Furthermore, organizations can engage in organizational innovation by introducing new business models, such as shifting from product-based to service-based offerings or embracing platform-based approaches. Moreover, organizational innovation involves improving knowledge management and learning systems within an organization [26,27]. This can be achieved by establishing knowledge-sharing platforms, fostering a culture of learning, and implementing mechanisms to capture and leverage internal expertise. Additionally, organizational innovation may entail initiatives aimed at enhancing employee involvement and empowerment, such as encouraging participation in decision-making processes, fostering innovation through cross-functional teams, or implementing flexible work arrangements [28,29]. The Oslo Manual provides essential guidelines for collecting and interpreting data on organizational innovation, enabling researchers and policymakers to assess the extent and impact of innovation within organizations and economies [25]. By understanding and measuring organizational innovation, stakeholders can better grasp the dynamics of innovation processes, identify areas for improvement, and develop effective strategies to promote innovation and organizational growth.

2.3. Organizational Culture:

Organizational culture is a complex and influential aspect of every workplace. It encompasses shared beliefs, values, norms, and assumptions that guide employee behavior and interactions [30,31]. The components of organizational culture, such as shared values, symbols, rituals, and language, contribute to shaping the organizational climate. Various theoretical perspectives, including the functionalist, interpretive, and integrationist perspectives, provide frameworks for understanding and analyzing organizational culture [32]. The impact of organizational culture on employee behavior and attitudes cannot be underestimated. A positive and supportive culture fosters employee engagement, commitment, and motivation. Employees who identify with the organization's values and feel a sense of belonging are more likely to be satisfied with their jobs and exhibit higher levels of commitment [33]. On the other hand, a toxic or dysfunctional culture can lead to dissatisfaction, decreased productivity, and increased turnover. Organizational culture also plays a crucial role in promoting innovation within an organization. Cultures that encourage risk-taking, open communication, and experimentation tend to foster creativity and innovation. By providing a supportive environment for new ideas and approaches, organizations with a strong innovation-oriented culture can stay competitive and adapt to changing market conditions [34,35]. Managing and changing organizational culture is a challenging task. It requires leadership alignment, effective communication, employee involvement, and targeted training programs. Cultural change initiatives must be supported by leaders and sustained over time to ensure successful implementation. However, transforming an established culture is a complex process that demands commitment and perseverance [36].

Organizational culture refers to the shared values, beliefs, norms, and behaviors that shape the collective mindset and actions of individuals within an organization. The Denison Organizational Culture Model, developed by Daniel Denison, provides a framework for understanding and assessing organizational culture based on four key dimensions: Mission, Adaptability, Involvement, and Consistency [37]. Mission and adaptability are two essential dimensions of organizational culture that play a crucial role in shaping the success and sustainability of an organization [38]. This study considered mission and adaptability as a dimension to evaluate the organizational culture.

The mission dimension refers to the clarity and alignment of an organization's mission, vision, and strategic goals. It

encompasses the organization's purpose, values, and overarching direction. A well-defined mission statement provides employees with a clear understanding of the organization's core purpose and the impact it seeks to make in the world. It serves as a guiding principle that shapes decision-making, strategic planning, and day-to-day activities. A strong mission statement not only communicates the organization's purpose to external stakeholders but also internally motivates and inspires employees. It creates a sense of meaning and identity, aligning individual efforts with the broader organizational goals. When employees are aware of and connected to the mission, they are more likely to feel engaged, committed, and motivated to contribute to its realization.

The adaptability dimension reflects an organization's ability to respond and adapt to changes in the external business environment. It encompasses the organization's capacity for innovation, learning, and agility. In today's rapidly evolving and competitive landscape, organizations that embrace adaptability are better positioned to thrive. An adaptable organization encourages and embraces change, continuously seeks opportunities for improvement, and fosters a culture of innovation. It encourages employees to challenge the status quo, explore new ideas, and experiment with different approaches. By encouraging learning and development, an adaptable culture enables employees to acquire new skills, knowledge, and competencies to meet evolving demands. Adaptability also involves being responsive to market trends, customer needs, and technological advancements. Organizations that are adaptable can quickly adjust their strategies, processes, and products/services to remain competitive and relevant. This dimension of culture enables organizations to navigate uncertainty, seize opportunities, and effectively address challenges in a rapidly changing business landscape.

When mission and adaptability are aligned, they reinforce each other. A strong mission provides a sense of purpose and direction that guides adaptability efforts. The mission serves as a foundation for decision-making and prioritization of innovative initiatives. Conversely, adaptability ensures that the organization can effectively execute its mission by being responsive to changes and evolving needs. Organizations that have a clear mission and foster adaptability are better equipped to navigate complexities and seize opportunities. By establishing a meaningful mission and promoting adaptability, organizations create a culture that engages and motivates employees, promotes innovation and continuous improvement, and enables the organization to thrive in a dynamic and competitive environment.

The relationship between organizational culture and innovation is of great significance [39]. It is widely acknowledged in the academic community that organizational culture has a significant impact on the success of innovation [40]. Multinational corporations like Google, Apple, and 3M, renowned for their innovative capabilities and successful introduction of new products and services, attribute their achievements to their organizational cultures. In today's dynamic corporate environment, where companies face increasing demands from both internal and external factors, innovation plays a vital role in their ability to adapt and thrive [5,41]. Companies that prioritize innovation enjoy greater flexibility and adaptability, enabling them to seize opportunities, respond swiftly to changes, and withstand unpredictable business climates. It is evident that sustained success in the modern business world, including the nonprofit sector, is unattainable without fostering innovation capacities. Organizational culture is often regarded as deeply ingrained, stable, and enduring compared to the dynamic nature of organizational activities that can change in response to external pressures [42]. Consequently, organizational culture provides a sense of self-identity and stability to dynamic and open systems [5,43]. A developing culture focuses on an organization's capacity to navigate its environment and meet new needs [44,45].

Although the concept of organizational culture has been somewhat elusive in management theory, its importance cannot be underestimated. The nature of an organizational culture, such as adhocracy or hierarchy, often shapes employee relationships and operational practices, thereby influencing a company's long-term success [41]. Therefore, organizational culture as a theoretical concept and its practical application in corporate settings should be integral to modern management theory. Furthermore, the role of strategic leadership and organizational culture in achieving competitive goals in the business sector is a relatively new concept in research. Numerous authors have emphasized the need for future research on the role of strategic leadership [46,47] and organizational culture [48,49] in attaining competitive advantages in the banking sector.

This study specifically focuses on the relationship between organizational culture and innovation. Organizational culture can facilitate innovation in various ways. Firstly, vibrant organizational cultures that embrace technological advancements readily adopt innovative technologies that enhance their business models and processes [50]. These innovative processes contribute to improved agility and product performance within organizations. Secondly, organizational cultures that foster innovation also stimulate the creative potential of their members. This allows employees to enhance their work methodologies and generate ideas that benefit the entire company [51]. Moreover, organizational cultures that promote innovation have the potential to enhance a company's financial performance, even though this may not be the primary objective for nonprofits [52]. This, in turn, boosts employee motivation and work enthusiasm, which are vital components of successful business operations [53,54]. However, it is important to note that the context of the development may differ, especially for developed countries like Saudi Arabia. Keeping in view, this study measures the influence of organizational culture on strategic leadership and organizational innovation.

H1: Organizational culture influence on organizational innovation

H2: Organizational culture influence on strategic leadership

2.4. Strategic Leadership:

Strategic leadership is a multifaceted approach that encompasses vision, analysis, decision-making, communication, execution, innovation, team development, ethics, and continuous learning [55]. Effective strategic leaders inspire, guide, and drive their organizations towards long-term success by formulating and executing strategies that adapt to changing environments and create sustainable competitive advantage. Strategic leaders begin by establishing a compelling vision that inspires and guides the entire organization [56]. This vision serves as a beacon, aligning efforts and motivating employees towards a common purpose. Alongside the vision, strategic leaders define a mission statement that outlines the organization's fundamental purpose, values, and aspirations [57]. To develop effective strategies, strategic leaders conduct comprehensive analyses of the internal and external business environment. They assess market trends, competitor actions, technological advancements, and customer preferences to identify areas of opportunity and potential threats [55]. Based on this analysis, they formulate strategies that leverage the organization's strengths, address weaknesses, and position it for sustainable growth and competitive advantage [58].

Strategic leadership with operations monitoring and vision articulating combines two critical elements of effective leadership: overseeing day-to-day operations and articulating a compelling vision for the future [59]. Operations monitoring involves closely monitoring and managing the daily activities and processes within the organization. Strategic leaders understand the importance of ensuring operational efficiency and effectiveness to achieve strategic objectives [60]. They establish systems and processes to track key performance indicators, assess progress, and identify areas for improvement. By regularly monitoring operations, leaders can make informed decisions, allocate resources effectively, and address any operational issues that may arise.

Vision articulating, on the other hand, involves crafting a clear and inspiring vision that provides direction and purpose to the organization [61]. Strategic leaders have the ability to envision a future state for the organization and effectively communicate that vision to stakeholders. They paint a compelling picture of what the organization can become and inspire others to work towards that shared goal. Vision articulation helps align employees, partners, and other stakeholders, fostering a sense of unity and motivation [55,62].

The combination of operations monitoring and vision articulating is powerful for strategic leadership. By monitoring operations, leaders can ensure that the day-to-day activities align with the overall strategic direction. They can identify any gaps or obstacles that may hinder progress towards the vision and take corrective actions. Operations monitoring provides real-time data and insights that inform strategic decision-making and enable leaders to adapt their plans as necessary. Meanwhile, vision articulation provides a clear purpose and sense of direction for the organization. It helps align efforts, drive engagement, and inspire innovation. When employees understand the bigger picture and how their contributions fit into the overall vision, they are more likely to be motivated and committed to achieving the organization's strategic goals.

Strategic leaders who effectively combine operations monitoring and vision articulating create a strong foundation for success [57,58]. They balance the day-to-day management of operations with a forward-thinking mindset that keeps the organization focused on its long-term objectives [63,64]. By ensuring operational efficiency and communicating a compelling vision, these leaders foster a culture of excellence, alignment, and innovation within the organization.

Strategic leadership and organizational innovation are intertwined elements that drive the success of a business organization. Strategic leaders play a vital role in fostering a culture of innovation by promoting open communication, risk-taking, and learning from failures [65,66]. They align innovation initiatives with the overall strategic direction of the organization, ensuring that innovative ideas contribute to long-term goals. By setting clear innovation goals and priorities, strategic leaders provide a framework for measuring success [67,68]. Strategic leadership, in combination with organizational innovation, empowers businesses to adapt, evolve, and thrive in dynamic environments, driving competitive advantage and sustainable success. Hence, this study developed the following hypothesis:

H3: Strategic leadership influence on organizational leadership

H4: Strategic leadership mediates the relationship between organizational culture and leadership

3. Methodology:

3.1 Participants and Data collection

This study employed a quantitative methodology to evaluate the constructs in business organizations in Saudi Arabia. The study involved a total of 289 participants from various business organizations in the country, primarily selected using a

convenience sampling technique. The data collection period spanned from February to March 2023, ensuring a comprehensive and timely gathering of information. To ensure cross-cultural relevance and comprehension, the questionnaire was meticulously translated from English to Arabic using both forward and backward translation methods by native experts. Initially, the questionnaire comprised 42 items for each of the three constructs namely organizational culture, strategic leadership and organizational innovation under investigation. However, after data collection, an evaluation was conducted based on the factor loadings of the items. As a result, several items with poor loadings were identified and subsequently removed from the questionnaire. Ultimately, a finalized set of 31 items for three constructs was established for the model evaluation stage. The model evaluation employed various statistical techniques, such as confirmatory factor analysis or structural equation modeling, to assess the validity and reliability of the construct measurements. These analyses facilitated a comprehensive understanding of the relationships among the constructs and their constituent items. Throughout the study, strict adherence to ethical considerations was maintained, including obtaining informed consent from the participants and ensuring the confidentiality and privacy of their data. While interpreting the findings, it is important to acknowledge the limitations of the study. The use of convenience sampling may restrict the generalizability of the results, and the reliance on self-reported data through questionnaires introduces the possibility of response biases. Additionally, the relatively short data collection period may have influenced the sample size and the representativeness of the findings.

Table 1 presents key information about the participants and their respective organizations in the study. It reveals several notable findings. Firstly, the majority of participants were male (54.7%), while the remaining participants were female (45.3%). In terms of job titles, the sample consisted mainly of program officers (59.5%), followed by project managers (26.6%) and administration officers (13.8%). Regarding education, a significant proportion held a bachelor's degree (66.4%), while others had secondary education (14.9%), a master's degree (13.1%), or a PhD (5.5%). The participants were distributed across various age groups, with a considerable percentage falling below 25 years old (38.4%), followed by above 40 years (22.1%), 31-40 years (20.8%), and 26-30 years (18.7%). In terms of work experience, the majority of participants had less than 3 years of experience (40.1%), followed by above 10 years (31.5%), 3-5 years (16.6%), and 5-10 years (11.8%). The participants represented diverse specializations, with the majority having a background in business and economics (42.2%). Other specializations included IT (8%), education (11.1%), medicine (3.8%), arts (2.4%), science (2.8%), and various other fields (29.8%). Moving to the organizational information, Table 1 indicates that the organizations varied in their years of operation. A significant portion operated for less than 3 years (42.6%), while others had been active for 3-5 years (18.3%), 5-10 years (11.4%), or above 10 years (27.7%). The number of staff members also varied among the organizations, with some having less than 10 staff (28.4%), while others had 11-20 staff (19.4%), 21-30 staff (17%), 31-40 staff (9.7%), or above 40 staff (25.6%). Regarding the types of activities conducted by the organizations, a wide range was observed. The most prevalent activities included economic development (23.9%), education and training (17%), social services and relief (4.5%), culture and art (5.2%), democracy and human rights (2.8%), health and rehabilitation (3.5%), women and child (1.4%), agriculture and environment (1.7%), and other activities (40.1%). Finally, the organizations were geographically distributed across Saudi Arabia, with the majority operating in the center region (56.7%). Other regions included the west (14.5%), east (16.6%), north (8%), and south (4.2%).

3.2. Study Measures

The initial section of the survey provided an overview of the study's objectives and provided instructions for completing the questionnaires. The subsequent section required participants to provide personal information, including demographic details and organizational information. The third segment utilized a five-point Likert scale (ranging from 1 to 5) to gauge respondents' agreement with the main research questions, where a rating of 1 denoted "strongly disagree" and a rating of 5 represented "strongly agree." For the organizational culture construct, the items were adapted from Denison et al. [37]. The Cronbach's alpha coefficient of 0.864 suggests a high level of internal consistency among the items. This indicates that the items measuring organizational culture, as derived from Denison et al. [37], reliably capture the intended aspects of organizational culture. The items used to assess strategic leadership were adapted from Tsui et al. [69]. The Cronbach's alpha coefficient of 0.866 indicates strong internal consistency among these items. This suggests that the items, as adapted from Tsui et al. [69], effectively measure the construct of Strategic Leadership and provide reliable insights into this aspect of leadership within the organization. The items measuring organizational innovation were adapted from the OECD [25]. The Cronbach's alpha coefficient for this construct is 0.822, which indicates a reasonably high level of internal consistency among the items. This suggests that the items adapted from the OECD [25] effectively capture organizational innovation and provide reliable information about the innovative practices within the organization.

3.3. Data Analysis Techniques

In this study, the survey data was analyzed using the SmartPLS 4 software and the partial least squares structural equation modeling (PLS-SEM) approach. PLS-SEM is a widely used method in management and information technology research, known for its reliability [70]. It is a non-parametric technique that assesses latent dimensions indirectly, capturing the explained variation. Compared to covariance-based SEM (COV-SEM), PLS-SEM requires less information on residual

distributions, sample sizes, and measurement scales [71].

SmartPLS-SEM was chosen for its suitability in analyzing complex research models, incorporating theoretical frameworks and empirical data. This study focused on examining mediating factors, and the application of PLS-SEM allowed for the validation of theoretical terms and the exploration of relationships between variables [72]. Following Leguina's [73] guidance, a two-step strategy was employed. Firstly, the outer model was assessed for discriminant and convergent validity, and subsequently, the inner model was examined for hypothesis testing, ensuring a comprehensive analysis of the proposed theoretical model.

Table 1. Demographic and Organizational Characteristics (n=289)

Personal information	Frequency	Percent	Organization information	Frequency	Percent
Gender			Years of operation		
Male	158	54.7%	Less than 3 years	123	42.6%
Female	131	45.3%	3-5 years	53	18.3%
Job Title			5-10 years	33	11.4%
Program officer	172	59.5%	Above 10 years	80	27.7%
Project manager	77	26.6%	Number of staff		
Administration officer	40	13.8%	Less than 10 staff	82	28.4%
Education			11-20 staff	56	19.4%
Secondary	43	14.9%	21-30 staff	49	17%
Bachelor	192	66.4%	31-40 staff	29	9.7%
Master	38	13.1%	Above 40 staff	74	25.6%
PhD	16	5.5%	Type of activities		
Age			Economic development	69	23.9%
Less than 25	111	38.4%	Culture and Art	15	5.2%
26-30 years	54	18.7%	Democracy and human rights	8	2.8%
31-40 years	60	20.8%	Education and training	49	17%
Above 40 years	64	22.1%	Health and rehabilitation	10	3.5%
Experience			Women and child	4	1.4%
Less than 3 years	116	40.1%	Social services and relief	13	4.5%
3-5 years	48	16.6%	Agriculture and environment	5	1.7%
5-10 years	34	11.8%	Other	116	40.1%
Above 10 years	91	31.5%	Location of operations		
Major Specialization of			South	12	4.2%
Arts	7	2.4%	West	42	14.5%
IT	23	8%	East	48	16.6%
Medicine	11	3.8%	North	23	8%
Science	8	2.8%	Center	164	56.7%
Business and Economic	122	42.2%			

Personal information	Frequency	Percent	Organization information	Frequency	Percent
Education	32	11.1%			
Others	86	29.8%			

4. Analysis:

4.1. Measurement model

The study's outer model reliability and validity were assessed using various statistical measures, as recommended by Hair et al. [71]. These measures include factor "loadings" above 0.7, "composite reliability" above 0.7, "internal consistency reliability" (Cronbach's alpha) above 0.7, and "convergent validity" with an average variance extracted above 0.5. Higher order constructs were used to assess the model. All the values in Table 2 met the required threshold values, indicating satisfactory reliability and validity. To examine discriminant validity, the Fornell-Larcker criterion method was employed and presented in Table 3. According to this criterion, the outer-loading (bolded) of any latent unobserved variable should be higher than the cross-loading with other measures. By adhering to this criterion, discriminant validity was ensured. These previous findings support and validate the reliability of the scale, discriminant validity, and convergent validity as determined by the research's measurement outer model. Furthermore, there is no issue of multicollinearity, as all variance inflation factors have values below 5. Consequently, we can proceed with the structural outer model to evaluate the research hypotheses.

Table 2. Measurement Model

Constructs and Items	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organizational Culture		0.864	0.936	0.88
Adaptability	0.927			
OCA02: We respond well to competitors and other changes in the business environment	0.751			
OCA03: New and improved ways to do work are continually adopted	0.734			
OCA06: Customer comments and recommendations often lead to changes	0.768			
OCA10: We encourage direct contact with customers by our people	0.774			
OCA11: We view failure as an opportunity for learning and improvement	0.737			
OCA12: Innovation and risk taking are encouraged and rewarded	0.774			
OCA14: Learning is an important objective in our day-to-day work	0.768			
Mission	0.949			
OCM01: There is a long-term purpose and direction	0.702			
OCM02: Our strategy leads other organizations to change the way they compete in the industry	0.755			
OCM03: There is a clear mission that gives meaning and direction to our work	0.709			
OCM04: There is a clear strategy for the future	0.715			

Constructs and Items	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
OCM06: There is widespread agreement about goals	0.786			
OCM07: Leaders set goals that are ambitious, but realistic	0.719			
OCM08: The leadership has "gone on record" about the objectives we are trying to meet	0.738			
OCM09: We continuously track our progress against our stated goals	0.760			
OCM10: People understand what needs to be done for us to succeed in the long run	0.752			
OCM11: We have a shared vision of what the organization will be like in the future	0.746			
OCM12: Leaders have a long-term viewpoint	0.758			
OCM14: Our vision creates excitement and motivation for our employees	0.723			
OCM15: We are able to meet short-term demands without compromising our long-term vision	0.753			
Strategic Leadership		0.866	0.937	0.882
Operations Monitoring	0.941			
STO1: Having a good manager over different projects and plans	0.832			
STO2: Monitoring the operation of the organization	0.871			
STO3: Having a tight control over the business condition of the organization	0.834			
Vision Articulating	0.938			
STV1: Clearly communicating his/her vision about the future of the company	0.850			
STV2: Articulating a bright future for employees	0.841			
STV3: Clearly handling on the development of the company in the next five years	0.841			
STV4: Emphasizing the long-term planning of the company	0.826			
Organizational Innovation		0.822	0.876	0.586
OI1: Our organization introduces new business practices for organizing procedures (such as supply chain management, business reengineering, knowledge management, lean production, quality management, etc.).	0.815			
OI2: Our organization introduces new methods of organizing work responsibilities and decision making (i.e., first use of a new system of employee responsibilities, team work, decentralization, integration or de-integration of departments, etc.)	0.786			

Constructs and Items	Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
OI3: Our organization introduces new methods of organizing external relations with other firms or public institutions (i.e., first use of alliances, partnerships, outsourcing or sub-contracting, etc.)	0.772			
OI4: Our organization continuously reduce time to respond to customer or supplier needs	0.776			
OI5: Our organization Improves communication or information sharing within your enterprise or with other enterprises or institutions on regular basis	0.770			

Table 3. Discriminant Validity

	Organizational Culture	Organizational Innovation	Strategic Leadership
Organizational Culture	0.938		
Organizational Innovation	0.731	0.765	
Strategic Leadership	0.823	0.762	0.939

4.2. Structural Model

The study employed SmartPLS 4 to test its hypotheses through structural equation modeling. Once the measurement model was confirmed, PLS-SEM was utilized to validate the hypothetical model within the structural model. The main objective was to evaluate the model's ability to explain and predict changes in the endogenous variables caused by the exogenous variable, as outlined by Hult et al. [74]. The relationships were examined using T-statistics and bootstrapping with 5000 sub-samples. The structural model provided comprehensive explanations of the path coefficients and coefficients of determination (R²), allowing for a detailed understanding of the relationships within the model (Table 4 and Figure 2).

Firstly, the analysis revealed that there is a positive and statistically significant relationship between organizational culture and organizational innovation (H1). The path coefficient (β) of 0.322 indicates a moderate positive effect, suggesting that a favorable organizational culture can contribute to increased innovation within the organization. Secondly, the results demonstrate a strong and highly significant relationship between organizational culture and strategic leadership (H2). With a path coefficient of 0.823, it is evident that a positive organizational culture significantly influences the presence of effective strategic leadership within the organization. Furthermore, the analysis found a moderate positive relationship between strategic leadership and organizational innovation (H3). The path coefficient of 0.497 indicates that effective strategic leadership has a meaningful impact on the development and effectiveness of organizational innovation. Lastly, the study examined the moderation effect of strategic leadership between organizational culture and organizational innovation (H4). The results indicate that there is a positive and significant moderation effect. The R-squared value is 0.615, indicating that approximately 61.5% of the variability in organizational innovation can be explained by the organizational culture and strategic leadership. This suggests that the predictors considered in the study have a significant impact on the level of innovation within the organization. In the case of strategic leadership, the R-squared value is 0.678, indicating that approximately 67.8% of the variability in strategic leadership can be accounted for by organizational culture.

Table 4. Path coefficients

Paths	β	Std. Deviation	T Statistics	Hypothesis
Organizational Culture -> Organizational Innovation	0.322*	0.077	4.186	H1 - supported
Organizational Culture -> Strategic Leadership	0.823***	0.023	36.567	H2 - supported

Strategic Leadership -> Organizational Innovation	0.497**	0.078	6.345	H3 - supported
Organizational Culture -> Strategic Leadership -> Organizational Innovation	0.409**	0.066	6.229	H4 - supported

Note: *p<0.05; **p<0.01; ***p<0.001.

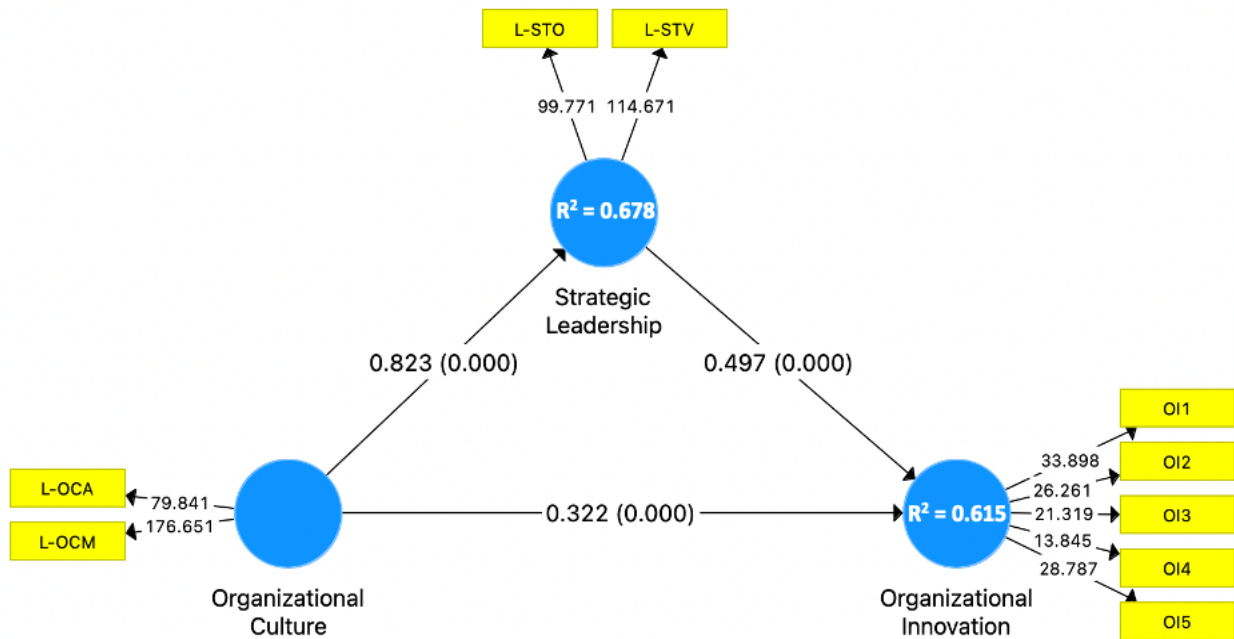


Fig. 2. Model for Organizational Innovation

5. Discussion:

The objective of this study was to assess organizational innovation from the perspective of the resource-based view and explore how organizational culture and strategic leadership impact it. The study also investigated the role of strategic leadership as a mediator between organizational culture and organizational innovation. Consequently, the findings of this study demonstrated that organizational culture has a positive and significant influence on organizational innovation in Saudi Arabian business organizations, with strategic leadership playing a mediating role.

Organizational culture plays a significant role in shaping the innovation processes within an organization [40,42]. A supportive and innovative culture provides a fertile ground for employees to generate and implement new ideas. When an organization's culture encourages risk-taking, open communication, and collaboration, it fosters an environment where employees feel empowered to explore creative solutions and experiment with novel approaches [31,39]. This type of culture promotes a positive attitude towards change and innovation, encouraging employees to challenge the status quo and seek continuous improvement. On the other hand, a conservative or resistant culture can hinder innovation efforts by discouraging employees from taking risks or expressing unconventional ideas [1,3]. Therefore, a strong alignment between organizational culture and innovation objectives is crucial for organizations to thrive in today's dynamic and competitive business landscape. By nurturing a culture that values and supports innovation, organizations can tap into the creative potential of their workforce, leading to increased productivity, competitive advantage, and long-term success. Strategic leadership plays a vital role in organizational innovation [58]. Strategic leaders establish a clear vision for innovation, create a culture that fosters creativity and risk-taking, allocate resources strategically, build networks and partnerships, promote continuous learning and adaptation, champion innovation initiatives, and lead by example [66]. Their actions and decisions shape the organizational environment, encouraging employees to think innovatively and pursue new ideas. By fulfilling these roles, strategic leaders enable organizations to stay competitive and adapt to evolving market demands through innovation.

The research implications of this study have important theoretical, practical, and managerial implications. From a theoretical standpoint, this study contributes to the existing literature on organizational innovation by examining the relationship between organizational culture, strategic leadership, and innovation from a resource-based view perspective. The findings reinforce the role of organizational culture as a significant driver of innovation and emphasize the need for organizations to foster a

culture that supports and encourages innovation. Moreover, the study expands our understanding of strategic leadership by highlighting its mediating effect on the relationship between organizational culture and innovation. The resource-based view framework provides a comprehensive lens to analyze and understand the complexities of organizational innovation, offering theoretical insights for future research. From a practical perspective, the findings have direct implications for leaders and managers in Saudi Arabian business organizations. The study emphasizes the importance of cultivating a supportive organizational culture that promotes innovation and experimentation. It underscores the role of strategic leaders as mediators between organizational culture and innovation, highlighting the need for leaders to create an environment that fosters collaboration, risk-taking, and continuous learning to drive innovation. Organizations can utilize these insights to develop and implement strategies that enhance their innovation capabilities and align their culture with strategic goals. On a managerial level, the implications of this research are significant. Organizations should invest in creating a culture that values and rewards innovation. This can be achieved by promoting open communication channels, encouraging idea-sharing platforms, and providing incentives for innovative efforts. Strategic leaders need to exhibit transformational leadership behaviors, inspiring and motivating employees, facilitating knowledge sharing, and supporting risk-taking to foster a culture of innovation. Additionally, organizations should prioritize developing a strong leadership pipeline that can effectively drive innovation throughout the organization. This can be achieved through targeted training programs, mentorship, and succession planning. Periodic assessments of organizational culture and leadership practices can help identify areas for improvement and align them with the organization's innovation goals.

Hence, it is suggested to examine the role of other potential mediators or moderators in the relationship between organizational culture and innovation, such as employee engagement, organizational structure, or external factors. Additionally, expanding the scope beyond Saudi Arabian business organizations to include diverse cultural contexts and industries can provide a more comprehensive understanding of the relationship. Longitudinal studies can be conducted to examine the long-term effects of organizational culture and strategic leadership on innovation performance and organizational success. Finally, qualitative research methods can complement the quantitative approach used in this study, providing in-depth insights into the mechanisms through which organizational culture and strategic leadership influence innovation. By considering these research implications, scholars and practitioners can further advance the understanding and implementation of organizational culture, strategic leadership, and innovation in various organizational contexts.

6. Conclusion:

This study aimed to assess organizational innovation through the lens of the resource-based view perspective, while also examining the influence of organizational culture and strategic leadership on organizational innovation. The study further investigated the potential mediating effect of strategic leadership in the relationship between organizational culture and organizational innovation within Saudi Arabian business organizations. The findings provide valuable insights into the factors that contribute to organizational innovation in the Saudi Arabian context. Firstly, the results indicate a significant and positive influence of organizational culture on organizational innovation. This suggests that a strong and supportive organizational culture, characterized by values such as creativity, openness to change, and risk-taking, can foster innovation within the organization. Such a culture promotes an environment where employees are encouraged to generate and implement innovative ideas, leading to enhanced organizational performance and competitiveness. Moreover, the study reveals that strategic leadership plays a mediating role in the relationship between organizational culture and organizational innovation. Strategic leaders, who possess a clear vision, a strategic mindset, and the ability to effectively communicate and align organizational goals, have a crucial role in translating and implementing the values and norms of the organizational culture into innovative practices. They provide guidance, support, and resources to empower employees and create a climate conducive to innovation. The findings of this research have important implications for both theory and practice. From a theoretical standpoint, the study contributes to the existing literature by demonstrating the significance of organizational culture and strategic leadership as determinants of organizational innovation. It expands the understanding of how these factors interact and influence each other in the Saudi Arabian business context. It offers valuable guidance for Saudi Arabian business organizations seeking to enhance their innovation capabilities and drive sustainable growth in an increasingly competitive and dynamic business environment.

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