



MIDOCEAN UNIVERSITY

FACULTY OF MANAGEMENT

MASTER'S RESEARCH PROPOSAL

**The Role of Executive Management in Enabling a Culture of
Development and Innovation to Advance Non-Profit Sector
Projects in Saudi Arabia**

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Academic Year 2026

Abstract

This proposal examines the role of executive management in enabling a culture of development and innovation and the extent to which such a culture advances non-profit sector projects in Saudi Arabia. The study is motivated by the rapid institutional growth and expanding developmental mandate of the Saudi non-profit sector under Vision 2030, together with the need for organizations to strengthen project effectiveness, adaptability, sustainability, and social impact. A quantitative, cross-sectional, descriptive-analytical design is proposed. Data will be collected through a structured questionnaire from employees, project managers, department heads, and administrative leaders working in Saudi non-profit organizations. Executive management will be examined as the independent variable, culture of development and innovation as the mediating variable, and advancement of non-profit sector projects as the dependent variable. Descriptive statistics, reliability analysis, correlation analysis, multiple regression, and mediation analysis will be used to test the proposed relationships. The study is expected to contribute an integrated empirical model for the Saudi context and offer practical recommendations for executive leaders, boards, sector regulators, and capacity-building institutions.

Keywords: executive management; development culture; innovation culture; non-profit sector; project advancement; Saudi Arabia

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1. Introduction

Non-profit organizations have become important institutional actors in social and economic development. They deliver services, mobilize volunteers, build community capabilities, and implement projects that address needs not fully met by government or commercial organizations. Their effectiveness, however, increasingly depends on their ability to move beyond routine service delivery and adopt more adaptive, innovative, and impact-oriented approaches.

In Saudi Arabia, the non-profit sector occupies a prominent position within the national transformation agenda. Saudi Vision 2030 seeks to strengthen social participation, expand volunteering, improve institutional effectiveness, and increase the contribution of the non-profit sector to national development. The establishment of the National Center for Non-Profit Sector has also provided a dedicated institutional framework for regulating, enabling, and developing the sector. The Saudi Vision 2030 Annual Report 2024 reported 1.2 million volunteers and indicated continued growth in the participation and developmental contribution of the private and non-profit sectors (Saudi Vision 2030, 2025).

The growth of the sector increases the importance of management quality. Non-profit projects are expected to respond to complex beneficiary needs, use limited resources responsibly, demonstrate social impact, and remain sustainable. These expectations require an internal environment that supports continuous development, learning, creativity, knowledge sharing, experimentation, collaboration, and calculated risk-taking. Such an environment can be described as a culture of development and innovation.

Executive management is central to the formation of this culture. Senior leaders determine strategic priorities, allocate resources, design performance systems, empower employees, communicate organizational values, and decide whether new ideas receive practical support. Leadership and innovation research in the third sector emphasizes that executive leadership, organizational culture, and innovation capability are closely connected, while also identifying a need for more empirical models in non-profit settings (do Adro & Leitão, 2020).

The Saudi context provides a particularly relevant setting for examining these relationships. Existing Saudi studies have addressed organizational innovation, creative leadership, continuous improvement, sustainability, and leadership competencies in non-profit organizations. Nevertheless, there is still limited empirical evidence that combines executive management, a culture of development and innovation, and project advancement within one quantitative model. The present study addresses this gap by testing both the direct influence of executive management on project advancement and the indirect influence transmitted through organizational culture.

2. Research Problem

Although the Saudi non-profit sector has expanded rapidly, institutional growth does not automatically guarantee that projects become more innovative, sustainable, responsive, or effective. Non-profit organizations differ in their managerial maturity, internal culture, access to resources, readiness for change, and ability to convert strategic ambitions into successful projects.

Some organizations may have committed employees and valuable community missions but continue to rely on centralized decision-making, limited knowledge sharing, traditional project methods, and risk-averse administrative practices. Other organizations may be more successful in encouraging employee initiative, learning from project experience, testing new service models, using digital tools, and building partnerships. Executive management may explain a substantial part of this variation because senior leaders shape strategic direction, empowerment, resource allocation, learning opportunities, and the legitimacy of innovation.

Previous research suggests positive links among leadership, developmental culture, innovation, and organizational effectiveness. However, available evidence is dispersed across different organizational contexts and commonly treats these constructs separately. In Saudi non-profit organizations, research has examined innovation and performance using small organizational samples, organizational culture and continuous improvement, creative leadership and culture, and sustainability-oriented leadership. A focused quantitative study is still needed to determine

whether executive management enables a culture of development and innovation and whether that culture advances non-profit projects.

Accordingly, the research problem is stated as follows: There is insufficient empirical evidence on how executive management enables a culture of development and innovation and how this culture contributes to the advancement of non-profit sector projects in Saudi Arabia.

3. Research Questions

3.1 Main Research Question

What is the role of executive management in enabling a culture of development and innovation to advance non-profit sector projects in Saudi Arabia?

3.2 Sub-questions

1. What is the perceived level of executive management support for development and innovation in Saudi non-profit organizations?
2. What is the prevailing level of development and innovation culture in Saudi non-profit organizations?
3. What is the perceived level of advancement of non-profit sector projects in Saudi Arabia?
4. Does executive management have a statistically significant effect on the culture of development and innovation?
5. Does the culture of development and innovation have a statistically significant effect on the advancement of non-profit sector projects?
6. Does executive management have a statistically significant direct effect on the advancement of non-profit sector projects?
7. Does the culture of development and innovation mediate the relationship between executive management and the advancement of non-profit sector projects?

4. Research Objectives

4.1 General Objective

To examine the role of executive management in enabling a culture of development and innovation to advance non-profit sector projects in Saudi Arabia.

4.2 Specific Objectives

1. Measure the level of executive management practices that support development and innovation in Saudi non-profit organizations.
2. Assess the prevailing culture of development and innovation in Saudi non-profit organizations.
3. Assess the level of advancement of non-profit sector projects.
4. Test the effect of executive management on the culture of development and innovation.
5. Test the effect of the culture of development and innovation on project advancement.
6. Test the direct effect of executive management on project advancement.
7. Examine the mediating role of development and innovation culture.
8. Develop evidence-based recommendations for leaders and sector-development institutions.

5. Significance of the Study

5.1 Scientific Significance

- The study integrates executive management, organizational culture, innovation, and project advancement in a single explanatory model. This responds to calls for more integrated research on leadership and organizational innovation in the third sector.
- It extends management research into the Saudi non-profit sector, which remains less extensively studied than public and private organizations.

- It examines culture as a mediating mechanism, thereby moving beyond a simple direct relationship between leadership and project outcomes.
- It proposes measurable dimensions and a survey instrument that may support future research in nonprofit management and project development.

5.2 Practical Significance

- The findings may help executive leaders identify the practices that most strongly support learning, creativity, employee initiative, and project improvement.
- Boards and senior managers may use the proposed model to evaluate whether leadership systems and organizational culture support strategic projects.
- The National Center for Non-Profit Sector and capacity-building institutions may use the findings to design leadership and organizational-development programs.
- Grant-making organizations and social investors may benefit from indicators that help assess organizational readiness for innovative and sustainable project delivery.
- The study supports the broader Vision 2030 objective of strengthening the effectiveness and developmental contribution of the non-profit sector.

6. Study Variables and Conceptual Framework

Variable	Role	Proposed Dimensions	Expected Relationship
Executive Management	Independent variable	Strategic direction; empowerment and participation; resource support; learning and development; communication and change support	Positive effect on culture and project advancement

Variable	Role	Proposed Dimensions	Expected Relationship
Culture of Development and Innovation	Mediating variable	Continuous learning; openness to ideas; creativity and experimentation; knowledge sharing; collaboration and adaptability	Positive effect on project advancement; mediates leadership effect
Advancement of Non-Profit Sector Projects	Dependent variable	Project quality; innovation; responsiveness; efficiency; sustainability; scalability; social impact	Outcome variable

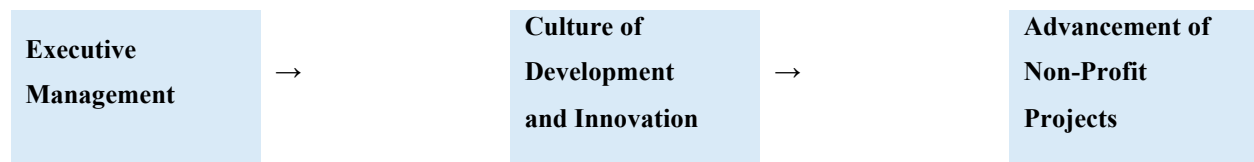


Figure 1. Proposed conceptual framework

Direct path also tested: Executive Management → Advancement of Non-Profit Sector Projects

7. Research Hypotheses

H1: Executive management has a statistically significant positive effect on the advancement of non-profit sector projects in Saudi Arabia.

H2: Executive management has a statistically significant positive effect on the culture of development and innovation in Saudi non-profit organizations.

H3: The culture of development and innovation has a statistically significant positive effect on the advancement of non-profit sector projects.

H4: The culture of development and innovation significantly mediates the relationship between executive management and the advancement of non-profit sector projects.

8. Review of Previous Studies

The previous studies are organized thematically to show the development of knowledge across three connected areas: (1) executive leadership and innovation, (2) organizational culture and development, and (3) innovation and project or organizational outcomes in nonprofit settings.

Study	Context	Method	Focus	Key Contribution
Jaskyte (2004)	Nonprofit human-service organizations	Exploratory quantitative study	Transformational leadership, culture, innovativeness	Leadership and culture were associated with organizational innovativeness; the study highlighted the importance of culture in nonprofit innovation.

Study	Context	Method	Focus	Key Contribution
Jaskyte and Dressler (2005)	Nonprofit human-service organizations	Survey-based empirical study	Organizational culture and innovation	Different cultural characteristics were linked to innovation, supporting the view that nonprofit innovation is culturally embedded.
Sarros et al. (2008)	For-profit and not-for-profit organizations	Comparative survey	Leadership vision, culture, support for innovation	Leadership vision influenced support for innovation through culturally specific pathways.

Study	Context	Method	Focus	Key Contribution
Langer and LeRoux (2017)	Nonprofit organizations	Exploratory quantitative study	Developmental culture and organizational effectiveness	Developmental culture was positively connected with nonprofit effectiveness and internal adaptive capacity.
Almaiman and McLaughlin (2018)	Saudi nonprofit organizations	Empirical case/quantitative investigation	Organizational culture and continuous improvement	Organizational culture was important for facilitating continuous improvement in Saudi nonprofit organizations.

Study	Context	Method	Focus	Key Contribution
do Adro and Leitão (2020)	Third-sector literature	Systematic/state-of-the-art review	Leadership and organizational innovation	Leadership is essential to nonprofit innovation, but integrated empirical models and contextual studies remain limited.
Valero-Amaro et al. (2021)	Nonprofit sector organizations	Quantitative study	Innovation orientation and performance	Innovation orientation favored higher success in projects and organizational actions.
Aljubair and Alshehri (2022)	Saudi nonprofit organizations	Quantitative survey	Creative leadership and organizational culture	Dimensions of creative leadership were positively related to organizational values and beliefs.

Study	Context	Method	Focus	Key Contribution
Alharithi (2023)	Saudi nonprofit organizations	Mixed/qualitative project-management investigation	Sustainability in project management	Identified limited integration of sustainability into project management and highlighted sector-specific implementation challenges.
Alateeg and Alhammadi (2024)	Saudi organizations	Quantitative study	Culture, strategic leadership, organizational innovation	Organizational culture influenced innovation, with strategic leadership operating as an important explanatory mechanism.

Study	Context	Method	Focus	Key Contribution
Guo, Munoz, and colleagues (2024)	Nonprofit organizations in the post-pandemic environment	Review and conceptual synthesis	Governance, leadership, culture, business-model innovation	Leadership, culture, governance, and resource arrangements were identified as central conditions for nonprofit innovation.
Ahmed et al. (2025)	Nonprofit organizations in Tabuk, Saudi Arabia	Quantitative structural model	Leadership and sustainable organizational development	Leadership had direct and indirect effects on sustainable development through organizational mechanisms.

8.1 Analytical Synthesis

The literature broadly supports a positive association between leadership and innovation. Executive leaders influence whether employees are empowered, whether resources are committed to new ideas, and whether organizational learning is treated as a strategic priority.

Culture repeatedly appears as either a direct predictor of innovation and effectiveness or as a mechanism through which leadership affects organizational outcomes. Developmental,

collaborative, and learning-oriented cultures tend to be more supportive of adaptation and innovation than rigid or highly centralized cultures.

Nonprofit evidence shows that innovation orientation can improve the success of projects and organizational actions. Nevertheless, project advancement is less frequently treated as a distinct outcome than general organizational performance.

Saudi studies confirm the relevance of culture, leadership, continuous improvement, organizational innovation, and sustainability. However, most address only two constructs at a time, use localized samples, or focus on general organizational outcomes rather than project advancement.

The present study therefore extends prior work by integrating the three constructs into a mediation model and applying it across Saudi nonprofit organizations.

9. Research Gap

Gap Type	Gap Identified	How the Current Study Responds
Conceptual	Leadership, culture, innovation, and project outcomes are often examined separately.	Tests an integrated model involving executive management, culture, and project advancement.
Mechanism	Limited attention is given to culture as a mediator in nonprofit project research.	Tests the indirect effect of executive management through development and innovation culture.

Gap Type	Gap Identified	How the Current Study Responds
Outcome	Many studies use general performance or innovativeness rather than project advancement.	Uses project quality, innovation, responsiveness, sustainability, scalability, and impact as the outcome.
Contextual	Saudi nonprofit research remains limited and fragmented.	Provides quantitative evidence from Saudi nonprofit organizations.
Methodological	Some Saudi studies use small or narrowly localized samples.	Proposes a broader sample of approximately 384 respondents across regions and organizational types.
Practical	Existing work provides limited operational guidance on specific executive practices.	Measures strategic direction, empowerment, resource support, learning, and change communication.

10. Theoretical Foundations

10.1 Transformational Leadership Theory

Transformational leadership theory explains how leaders create a compelling vision, stimulate new ways of thinking, develop followers, and inspire commitment beyond routine compliance (Bass & Riggio, 2006). It supports the expectation that executive management can strengthen development and innovation by articulating strategic direction, encouraging initiative, empowering employees, and legitimizing experimentation.

10.2 Organizational Culture Theory

Schein's organizational culture perspective views culture as a pattern of shared assumptions learned by a group as it solves problems of external adaptation and internal integration (Schein & Schein, 2017). Senior leaders are especially influential in embedding values through what they pay attention to, reward, resource, and model. This theory explains why executive practices can shape norms of learning, collaboration, openness, and innovation.

10.3 Competing Values Framework

The Competing Values Framework distinguishes cultural orientations such as clan, adhocracy, market, and hierarchy (Cameron & Quinn, 2011). Adhocracy and developmental orientations emphasize flexibility, creativity, experimentation, and growth. The framework therefore provides a useful basis for operationalizing the proposed culture of development and innovation.

10.4 Application to the Current Study

Together, these perspectives support a causal sequence in which executive management establishes strategic and behavioral conditions, these conditions shape a development- and innovation-oriented culture, and that culture improves the organization's capacity to design, implement, adapt, sustain, and scale its projects.

11. Research Methodology

11.1 Research Philosophy and Approach

The study will adopt a positivist orientation and a deductive quantitative approach. The proposed relationships are derived from theory and prior empirical research and will be tested using numerical survey data and inferential statistics.

11.2 Research Design

A cross-sectional, descriptive-analytical survey design will be used. The descriptive component will identify the prevailing levels of the three study variables. The analytical component will test direct and indirect relationships among the variables.

11.3 Unit of Analysis

The unit of analysis will be the individual employee or manager working in a registered Saudi non-profit organization and possessing sufficient knowledge of the organization's executive practices and project activities.

12. Population and Sample

12.1 Study Population

The study population consists of employees and administrative leaders working in non-profit organizations in Saudi Arabia. More specifically, the target population includes executive leaders, department heads, project managers, supervisors, and administrative employees who are sufficiently familiar with the organization's managerial practices, internal culture, and project activities. The study focuses on non-profit organizations that implement development-oriented or community-service projects and operate within the Saudi non-profit sector.

12.2 Sampling Strategy

Given the diversity of non-profit organizations across Saudi Arabia and the practical difficulty of obtaining a complete sampling frame for all employees in the sector, the study will use a purposive sampling approach supported by broad questionnaire distribution across eligible non-profit organizations. The questionnaire will be directed to respondents who are in positions that enable them to evaluate executive management practices, organizational culture, and project-related performance within their organizations.

12.3 Proposed Sample Size

The study aims to collect responses from 384 participants working in Saudi non-profit organizations. This number is based on the commonly used sample size formula for large populations at a 95% confidence level and a 5% margin of error. According to the standard formula:

$$n = \frac{Z^2 \cdot p(1 - p)}{e^2}$$

Where:

n = required sample size

Z = 1.96 at the 95% confidence level

p = 0.50

e = 0.05 margin of error

Based on this formula, the minimum required sample size is approximately 384 respondents. Therefore, the present study adopts this number as an appropriate target sample for the quantitative analysis.

12.4 Inclusion Criteria

The respondent works in a Saudi non-profit organization.

The respondent has sufficient familiarity with the organization's management practices and project activities.

The respondent occupies an administrative, supervisory, project-related, or leadership role, or works in a position that allows them to evaluate the study variables.

The respondent agrees voluntarily to participate in the study.

13. Study Instrument

Primary data will be collected through a structured self-administered questionnaire. Items will be adapted from established leadership, organizational culture, innovation, and nonprofit effectiveness literature and refined for the Saudi non-profit context. A five-point Likert scale will be used: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

Section	Construct	Proposed Items	Main Dimensions
A	Demographic and organizational profile	8	Gender, age, education, position, experience, region, organization type, size
B	Executive management	12	Strategic direction, empowerment, resource support, learning, communication and change
C	Culture of development and innovation	12	Learning, openness, creativity, experimentation, knowledge sharing, collaboration
D	Advancement of nonprofit projects	12	Quality, innovation, efficiency, responsiveness, sustainability, scalability, impact

14. Validity and Reliability

14.1 Content and Face Validity

The initial questionnaire will be reviewed by a panel of academic specialists in management, nonprofit management, project management, and quantitative research. Experts will evaluate item relevance, clarity, wording, cultural appropriateness, and construct coverage. Revisions will be made before pilot testing.

14.2 Pilot Study

A pilot study involving approximately 30-50 respondents from the target population will be conducted. Pilot participants will not be included in the main sample where feasible. The pilot will assess completion time, item clarity, preliminary reliability, and potential response difficulties.

14.3 Construct Validity

Exploratory factor analysis may be used to assess the dimensional structure of the scales. If the sample size and software access permit, confirmatory factor analysis will evaluate factor loadings, convergent validity, and discriminant validity. Item-total correlations will also be examined.

14.4 Reliability

Internal consistency will be assessed using Cronbach's alpha and, where applicable, composite reliability. Coefficients of 0.70 or higher will normally be considered acceptable.

15. Statistical Analysis Methods

Stage	Method
Data screening	Missing values, response patterns, outliers, and data-entry errors.
Descriptive analysis	Frequencies, percentages, means, and standard deviations.
Reliability analysis	Cronbach's alpha and item-total correlations.
Construct analysis	Exploratory factor analysis and, if appropriate, confirmatory factor analysis.
Assumption tests	Normality, linearity, multicollinearity, homoscedasticity, and independence of errors.
Correlation analysis	Pearson correlation coefficients among the major constructs.
Hypothesis testing	Simple and multiple regression analysis for direct effects.
Mediation analysis	Bootstrapped indirect-effect analysis using PROCESS Macro, AMOS, or SmartPLS.
Group differences	Independent-samples t-test and one-way ANOVA, followed by post-hoc tests where needed.

Statistical significance will generally be evaluated at $\alpha = 0.05$. Effect sizes, confidence intervals, and explanatory power will be reported alongside p-values.

16. Operational Definitions

Executive Management: The senior management practices through which organizational direction, employee empowerment, resource support, learning, communication, and change are guided. It will be measured through respondents' ratings of twelve questionnaire items.

Culture of Development and Innovation: Shared organizational values and practices that support continuous learning, openness to ideas, creativity, experimentation, knowledge sharing, collaboration, and adaptability. It will be measured through twelve questionnaire items.

Advancement of Non-Profit Sector Projects: The degree to which nonprofit projects improve in quality, innovation, efficiency, beneficiary responsiveness, sustainability, scalability, and social impact. It will be measured through twelve questionnaire items.

Non-Profit Organization: A formally established organization operating without profit distribution and pursuing social, charitable, developmental, cultural, educational, health, environmental, or related public-benefit objectives in Saudi Arabia.

17. Study Boundaries and Limitations

Boundary	Scope
Subject boundary	Executive management, culture of development and innovation, and advancement of nonprofit projects.
Human boundary	Employees, project managers, department heads, administrative leaders, and executive staff.
Spatial boundary	Registered non-profit organizations operating in Saudi Arabia.
Temporal boundary	Data collection during the 2026 academic research period.

17.1 Anticipated Limitations

- The cross-sectional design limits strong conclusions about long-term causality.

- Self-reported measures may be affected by social desirability and common-method bias.
- Access to a complete national sampling frame may be difficult.
- Organizational diversity may create variation that cannot be fully controlled.
- Project advancement will be measured through perceptions rather than audited project records.

18. Ethical Considerations

- Participation will be voluntary and based on informed consent.
- The questionnaire will explain the purpose of the study and the estimated completion time.
- No personally identifying information will be required unless essential and separately approved.
- Responses will be treated confidentially and reported only in aggregated form.
- Participants may discontinue participation at any time without penalty.
- Data will be stored securely and used only for academic purposes.
- Required university and organizational approvals will be obtained before data collection.

20. Preliminary Chapter Structure

Chapter One: General Framework: Introduction, problem, questions, objectives, significance, hypotheses, model, definitions, and boundaries.

Chapter Two: Literature Review and Theoretical Framework: Saudi nonprofit-sector context, executive management, development and innovation culture, project advancement, theories, previous studies, and gap.

Chapter Three: Research Methodology: Design, population, sample, instrument, validity, reliability, data collection, ethics, and analysis plan.

Chapter Four: Results: Respondent profile, descriptive findings, measurement results, hypothesis tests, and mediation analysis.

Chapter Five: Discussion, Conclusions, and Recommendations: Interpretation in light of theory and previous studies, implications, recommendations, limitations, and future research.

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Appendix A: Proposed Questionnaire

Dear Participant,

This questionnaire is part of a master's research study entitled "The Role of Executive Management in Enabling a Culture of Development and Innovation to Advance Non-Profit Sector Projects in Saudi Arabia." Your responses will be confidential and used only for academic purposes. There are no right or wrong answers; please select the option that best reflects your view.

Response scale: 1 = Strongly Disagree | 2 = Disagree | 3 = Neutral | 4 = Agree | 5 = Strongly Agree

Section A: Demographic and Organizational Information

1. Gender: Male / Female / Prefer not to say
2. Age group: Under 25 / 25-34 / 35-44 / 45-54 / 55 or above
3. Highest qualification: Diploma or lower / Bachelor's / Master's / Doctorate
4. Current position: Employee / Project officer / Project manager / Department head / Executive leader / Other
5. Years of experience in the nonprofit sector: Less than 1 / 1-5 / 6-10 / 11-15 / More than 15
6. Region: Central / Western / Eastern / Northern / Southern
7. Organization type: Association / Foundation / Civil institution / Other nonprofit entity
8. Approximate organization size: Fewer than 20 / 20-49 / 50-99 / 100-249 / 250 or more

Section B: Executive Management

No.	Statement	1	2	3	4	5
1	Executive management communicates a clear vision for organizational development.	☐	☐	☐	☐	☐
2	Executive management links innovation initiatives to the organization's mission and strategy.	☐	☐	☐	☐	☐
3	Executive management encourages employees to participate in decisions related to projects.	☐	☐	☐	☐	☐
4	Employees are given sufficient authority to propose and implement improvements.	☐	☐	☐	☐	☐
5	Executive management allocates appropriate financial resources to promising new ideas.	☐	☐	☐	☐	☐

No.	Statement	1	2	3	4	5
6	Executive management provides the technological and operational resources needed for project innovation.	☐	☐	☐	☐	☐
7	Training and professional development are treated as strategic priorities.	☐	☐	☐	☐	☐
8	Lessons learned from completed projects are used to improve future projects.	☐	☐	☐	☐	☐
9	Executive management communicates openly about organizational change.	☐	☐	☐	☐	☐
10	Senior leaders respond constructively to suggestions and concerns.	☐	☐	☐	☐	☐
11	Executive management recognizes and rewards employees who contribute innovative ideas.	☐	☐	☐	☐	☐

No.	Statement	1	2	3	4	5
12	Senior leaders actively remove administrative barriers that delay project development.	☐	☐	☐	☐	☐

Section C: Culture of Development and Innovation

No.	Statement	1	2	3	4	5
1	Continuous learning is considered a shared organizational value.	☐	☐	☐	☐	☐
2	Employees are encouraged to search for better ways of delivering services.	☐	☐	☐	☐	☐
3	New ideas are discussed fairly regardless of the employee's position.	☐	☐	☐	☐	☐
4	The organization is open to changing established procedures when improvement is possible.	☐	☐	☐	☐	☐

No.	Statement	1	2	3	4	5
5	Employees feel safe proposing ideas that may challenge current practices.	☐	☐	☐	☐	☐
6	Reasonable experimentation is accepted even when every attempt does not succeed.	☐	☐	☐	☐	☐
7	Knowledge and experience are shared across departments and project teams.	☐	☐	☐	☐	☐
8	Teams cooperate effectively when developing or improving projects.	☐	☐	☐	☐	☐
9	The organization learns systematically from mistakes and project difficulties.	☐	☐	☐	☐	☐
10	Creative problem-solving is encouraged when resources are limited.	☐	☐	☐	☐	☐

No.	Statement	1	2	3	4	5
11	The organization responds quickly to changes in beneficiary and community needs.	☐	☐	☐	☐	☐
12	Partnerships and external knowledge are used to improve project innovation.	☐	☐	☐	☐	☐

Section D: Advancement of Non-Profit Sector Projects

No.	Statement	1	2	3	4	5
1	The quality of project planning has improved in the organization.	☐	☐	☐	☐	☐
2	Projects increasingly use innovative methods or service models.	☐	☐	☐	☐	☐
3	Projects respond effectively to the actual needs of beneficiaries.	☐	☐	☐	☐	☐
4	Project implementation has become more efficient in its use of time and resources.	☐	☐	☐	☐	☐

No.	Statement	1	2	3	4	5
5	Project teams make effective use of digital tools and data.	☐	☐	☐	☐	☐
6	Projects are adjusted promptly when implementation problems arise.	☐	☐	☐	☐	☐
7	Project outcomes are evaluated using clear and measurable indicators.	☐	☐	☐	☐	☐
8	Successful projects are sustained beyond their initial implementation period.	☐	☐	☐	☐	☐
9	Effective projects are replicated or scaled to serve more beneficiaries.	☐	☐	☐	☐	☐
10	Projects create stronger and more visible social value.	☐	☐	☐	☐	☐
11	Collaboration with partners has improved project results.	☐	☐	☐	☐	☐

No.	Statement	1	2	3	4	5
12	Overall, the organization's projects have advanced because of its development and innovation practices.	☐	☐	☐	☐	☐

Appendix B: Hypothesis and Analysis Mapping

Hypothesis	Predictor	Outcome	Proposed Test
H1	Executive management	Project advancement	Multiple regression / SEM direct path
H2	Executive management	Development and innovation culture	Multiple regression / SEM direct path
H3	Development and innovation culture	Project advancement	Multiple regression / SEM direct path
H4	Executive management via culture	Project advancement	Bootstrapped mediation analysis